

S001002-001003	5
S001004-001005	7
S001006	9
S001007	10
S001008-001009	11
S001010	13
S001011	14
S001012	15
S001013	16
S001014	17
S001015-001016	18
S001017	20
S001018-001021	21
S001022	25
S001023-001026	26
S001027-001028	30
S001029-001030	32
S001031	34
S001032	35
S001033-001034	36
S001035	38
S001036	39
S001037	40
S001038	41
S001039-001041	42
S001042-001046	45
S001047-001048	50
S001049	52
S001050	53
S001051	54

S001052-001053	55
S001054	57
S001055-001056	58
S001057-001058	60
S001059-001060	62
S001061-001062	64
S001063-001064	66
S001065-001067	68
S001068	71
S001069-001070	72
S001071	74
S001072	75
S001073-001074	76
S001075-001077	78
S001078-001079	81
S001080-001081	83
S001082	85
S001083	86
S001084	87
S001085-001086	88
S001087	90
S001088-001089	91
S001090-001092	93
S001093	96
S001094-001096	97
S001097-001098	100
S001099-001100	102
S001101	104
S001102	105
S001103	106

S001104-001105	107
S001106-001107	109
S001108	111
S001109-001110	112
S001111	114
S001112	115
S001113	116
S001114-001116	117
S001117	120
S001118-001119	121
S001120	123
S001122-001124	124
S001125	127
S001126	128
S001127	129
S001128	130
S001129-001130	131
S001131-001140	133
S001141-001142 [redacted]	143
S001143-001144	145
S001145	147
S001146-001147	148
S001148	150
S001149	151
S001150	152
S001151	153
S001152	154
S001153	155
S001154-001155	156
S001156	158

S001157	159
S001158	160
S001159-001160	161
S001161	163
S001162-001165	164
S001166	168
S001167-001169	169
S001170-001172	172
S001173	175
S001174-001175	176
S001176-001177	178
S001178	180
S001179	181
S001180	182
S001181	183
S001182-001183	184
S001184	186
S001185-001186	187
S001187	189
S001188-001189	190
S001190-001191	192
S001192	194
S001193-001199	195
S001200	202

INTER-OFFICE MEMORANDUM

TO: Gloria Lubkin
FROM: Paul Hersch
DATE: 17 September 1990
RE: Jeff Schmidt's 1989 Performance Evaluation

Jeff Schmidt feels that the disposition of his 1989 evaluation review remains unresolved.

Jeff contends that

There were two evaluation sheets -- a preliminary version and a revised one. Both were prepared by Peter Brown, my predecessor.

After Brown discussed the preliminary evaluation sheet with Jeff, Brown decided to correct a number of factual errors and to arrange for the corrected sheet to be the one that would go into Jeff's personnel file.

The following year, during his 1990 performance-evaluation interview with you, Jeff learned -- for the first time -- that the initial rather than the revised 1989 evaluation sheet had been sent to the AIP personnel division.

You told Jeff that you were unaware of the revised evaluation sheet until he mentioned it during that 1990 discussion.

Because he was not informed in a timely manner that the first -- not the revised -- review sheet had been sent to personnel, he lost an early opportunity to make an appropriate and effective response.

He was never asked to sign the preliminary review sheet because it was understood that the corrected sheet was the one that was to go into his personnel file.

Failure to submit the corrected review to personnel renders his discussion of the preliminary version with Brown a meaningless and misleading exercise.

I have informed Jeff that I have reviewed this situation with you on more than one occasion, that you definitely do not want to reconsider his review and that Terri Braun of

the Human Resources Division, based on what you told her, agrees that you need not do so.

Jeff agrees that it would be inappropriate for you to reconsider either of the evaluation sheets that Brown prepared; he feels that substituting the correct evaluation sheet would not constitute such a reconsideration but would simply correct an error of bureaucracy.

In any case, all Jeff is requesting now is a note that either confirms the events as described above or states your recollection of events. I feel that Jeff should get this consideration.

S 001003



INTER-OFFICE MEMORANDUM

TO: See List Below

FROM: T. C. Braun

DATE: October 24, 1990

SUBJECT: New Performance Appraisal Program

You may recall receiving a letter from Dr. Ford in September, announcing the introduction of a new Performance Appraisal Program. We feel that this new performance appraisal program will offer exempt employees and managers an effective vehicle for communicating with each other regarding job performance. At the same time, it will initially be a more complex system to work with.

Managers and Assistant Managers that supervise Exempt staff have been trained in this new program. Now I am writing to invite you to an introductory meeting (approximately one hour in length) to explain this new program as it relates to you. I hope you will welcome the opportunity to have the new Performance Appraisal Program explained, and get your questions answered, before you and your manager begin to work with it.

To accommodate a large number of participants, we have scheduled several morning meetings in New York and Woodbury. If you have a conflicting appointment that makes it impossible for you to attend the meeting indicated below, please call Allie Robinson (Woodbury extension 684) to reschedule.

<u>Date</u>	<u>Location</u>	<u>Time</u>
Thursday 8 November	335 E. 45 St - 1st Floor Large Conference Room	10:30 a.m.

Distribution List for this memo:

I. Aranovich
D. Freda
L. Kimmelman-Fusco
E. Plotkin
P. Schewe
✓ J. Schmidt

B. Schwarzschild
M. Siegel
A. Simon
G. Terrelonge
V. Tiger
J. Zumerchik

S 001004

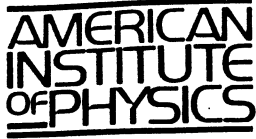
INTER-OFFICE MEMORANDUM

Date: 21 February 1991

TO: Jeffrey Schmidt
FROM: Human Resources
SUBJECT: Personnel Committee Action

At its most recent meeting, the Personnel Committee approved your annual rate of pay to be change from \$44,420 (fourth quartile) to \$46,200 (fourth quartile) effective 1 March 1991. Your next review is scheduled for 1 March 1992.

S 001006



INTER-OFFICE MEMORANDUM

Date: 27 March 1991

TO: Jeffrey Schmidt
FROM: Human Resources
SUBJECT: Personnel Committee Action

Congratulations! At its most recent meeting, the Personnel Committee approved the recommendation for your promotion from Associate Editor Level I (grade 5) to Associate Editor Level II (grade 7). Your annual rate of pay will be changed from \$46,200 (fourth quartile) to \$47,600 (second quartile) effective 1 March 1991. Your next review is scheduled for 1 March 1992.

S 001007

12 February 1993

Ken --

This is my request that you revise my annual review. It is not intended to be appended to the review, although, as you will see, I originally wrote it for that purpose. I'm sorry I didn't have time to change the format.

-- Jeff

Physics Today editor Gloria Lubkin and the Physics Today staff consider me the senior editor of feature articles at the magazine. Yet, the seniority I have earned through 12 years of conscientious, high-quality work is not reflected in my job title. If the American Institute of Physics wished to hire an editor with 12 years' experience, it would almost certainly have to offer a title reflecting the individual's seniority. AIP should recognize the experience and seniority gained by its own employees, even if it does so in a way that costs it nothing, such as through a change to a senior nonmanagement title; I feel this is long overdue in my case.

Although the promotion should be given in consideration of 12 years of service to AIP with many excellent reviews and letters of praise from many prominent physicists, the discussion of it has focused mainly on the most recent annual review. So I should say something here about my work over the last year.

Physics Today managing editor Ken McNaughton, who wrote the review, acknowledges that in the last year I maintained the quality and quantity of my feature article editing while greatly expanding my work in the solicitation of articles. Yet, in spite of this increase in work over the previous year, he has lowered my rating to 3.0 without a clear explanation of the rationale for this surprising response. When he gave my article editing a rating of 4.0 last year, the implication was that if I kept up the good work I would continue to get a good rating, as had been the case with previous managing editors.

But after a year of even harder work and perfect attendance I am told that my work is to be judged by a crude new method created hurriedly and with unexplained motivation during the review process itself. This is unfair. I should have been told at the beginning of the year how my work would be judged. Could I reasonably have been expected to know by what criteria my work would be evaluated if the managing editor himself did not know?

Crude is the correct word to describe the new assessment method and its use to rewrite history. The numbers in the table in this year's review are inaccurate as a measure of the work I have been doing, and not just because they are based on old art-department schedules that do not need to be as accurate as the previous managing

S 001008

editors' records in this area. It is not unusual for one article to take many times longer to edit than another. Editing a debate article with two independent authors, for example, can be like editing two articles. And the trend has been to give me more and more of the difficult technical articles and fewer and fewer of the articles on subjects that other editors can handle, such as physics education (this in spite of the fact that physics education is one of my interests and areas of expertise).

The previous managing editor also tabulated the articles I edited, but he was able to take into account factors such as I have mentioned, and he came up with very different numbers for many of the years listed here. I object to having a new, crude, misleading measure of my work sprung on me at the end of my assessment period and then featured as the centerpiece of my review. The review should be rewritten to come across as more in touch with what our work at Physics Today is all about and more confidence-inspiring, or, if not that, at least to explicitly acknowledge the change in the assessment method. Staff members need to be told in advance how we are to be judged. If the final tabulation really is going to be pretty much oblivious to the nature of the work, then taking on difficult assignments will suddenly become a rather foolish thing to do, creating a new issue in the office -- the fairness of editing assignments.

A final note: Given the recent concern about the magazine's unreliable adherence to schedule, it should be noted that when I have been allowed to manage my time more freely (such as during the 10½-year period from March 1981 to August 1991) I have been the Physics Today staff member with the best record of editing articles in a timely fashion. The art-department records are quite accurate on dates that articles were sent to the printer and could be checked to verify my claim. I request that such a check be made and added to this review form. Keep in mind that these records understate the degree to which I work ahead, because articles edited early or on schedule are copy edited and checked by the editor less quickly than articles that come in late.

PHYSICS TODAY

from Jeff Schmidt

20 Feb. 1996

Celr

Jeff,

The test of your
annual review will
not be changed and
your score will not
be lowered by our
deferring your review
until next month.
Your raise will be
retroactive to 1 March.

S 001011

3 January 1997

Steve —

Brian Seles is revising his article on thermoelectrics in light of the suggestions from our internal and external reviewers. He will get the article to me next week, and I expect to have no trouble editing it on schedule for the March issue.

I could be editing an additional article while I wait for the thermoelectrics manuscript, but I don't have one. Do you have anything that is ready to edit? (I have noticed that this type of situation occurs a few times a year and reduces the total number of articles that I edit in a year.) So if you have anything, please let me know.

Jeff

18 August 1997

Steve --

As I have noted in many conversations and memos over the years, I work most efficiently in my job of feature article editing when I have articles at all stages of development. That means, for example, some articles that have just been solicited, some that have been submitted and reviewed, and some that have been revised by the author and are ready to edit.

As you know, our supply of articles in the last category has followed a "feast or famine" pattern -- mostly famine. This has held down my productivity to the point where I cannot afford to take the full 30-day vacation that I recently requested (and that you approved) and still meet my annual article editing goal. So I am thinking about cutting that vacation in half, perhaps, and using the rest of my vacation time at some later date. I won't be able to work out the details until some articles in the last category trickle in and I can draw up a schedule.

As of today, we have received neither of the two manuscripts that I am going to edit for the December issue. I would be working on them now if we had them. The Riordan manuscript, for example, is not expected to arrive until around the time I had planned to go on vacation. And I have no articles that I can edit now for issues following December. I would like to edit two articles for the January issue and two for the February issue, but I will not be able to do that under our usual famine conditions -- I will need to have the manuscripts much earlier than I have been getting them. If today I had four manuscripts ready to edit for those two issues, I could work on all four simultaneously, using my time to greatest advantage. I think you will agree that the magazine should be in a position where such productivity and advance work is routine.

Given the status of the December manuscripts, a 30-day vacation as planned would compromise my ability to edit two articles for that issue. I would like to take a shorter vacation and continue working at home much of the time, as long as that continues to work well. Please let me know if that is OK, and in any case please see how soon I can have four articles that are ready to edit for the January and February issues.

A handwritten signature in cursive script, appearing to read "Jeff", with a long horizontal line extending from the bottom of the signature.

S 001013

August 19, 1997

Jeff,

It is the responsibility of the article editors at Physics Today to produce finished articles starting from any point in a given article's development.

Thus the responsibility of generating "ready to edit" articles is in part yours. For one example, we had agreed that you would obtain Colson's article on free-electron lasers, and have it edited in case we needed it for an emergency fifth article in the October special issue on the electron; otherwise we could drop it into the magazine a month or two later. Fortunately, we don't need it for the special issue; to my knowledge you have yet to acquire the article.

You were my first choice to edit several articles in late stages of development in the recent past, but turned them all down: Fink (March); Cohn (May; I edited that one, while you edited none that month); Jeanloz to edit with Soulen (August); a second article for October (you were reluctant to take Perl); Kasap for November.

As recently as two months ago, when you wanted to take paternity leave (which I OK'ed), you told me you didn't want any additional articles through the end of this year. As noted above, I offered you some anyway and you turned them down. You expressed no interest in articles, so I left you out of my plans for them.

I understand your special circumstances and once again offer you my heartfelt congratulations on the birth of Joshua Rose. If you are now ready once again to accept the responsibilities that go with feature articles, I can supply you with as many as you want. The articles that are currently "ready to edit" have been assigned to others. Nevertheless, I am sure we can reach a mutually acceptable state of affairs.

A handwritten signature in black ink, appearing to read "Steve", with a stylized, flowing script.

S 001014

PHYSICS TODAY

from Stephen G. Benka

Jeff, Please review
this job description,
and we can discuss
it if needed.

Thanks.

-Steve
8/19/97

Job Description

August 19, 1997

Name: Jeff Schmidt
Title: Senior Associate Editor
Reports to: Editor, Physics Today

BRIEF DESCRIPTION OF JOB DUTIES: Take responsibility for and edit feature articles.

ESSENTIAL FUNCTIONS:

1. Edit feature articles in conjunction with authors; negotiate for artwork; monitor articles through production. Weight, 70%
2. Take responsibility for assigned articles, in consultation with the editor. Includes: Obtain solicited manuscripts; review articles; obtain outside reviews; convey recommended revisions to the author; obtain revised articles. Weight, 25%
3. Perform other editorial functions as needed. Includes: Review feature articles, letters to the editor, and other editorial matter as requested; provide editorial support through staff discussions, and offering suggestions for articles and stories. Weight, 5%

QUALIFICATIONS: Graduate level training in physics or other physical science; several years' experience in editing or writing for a scientific or technical magazine; ability to meet deadlines; ability to work well with others, both inside and outside the magazine.

S 001016

PHYSICS TODAY

from Stephen G. Benka

Jeff, As we discussed,
as of today we are shifting
your job tasks slightly:

Actual editing goes from a
weight of 80% to 70%.

Following up on solicited
articles goes from 15% to 25%.

—Steve
8/25/97

S 001017

2 September 1997

Steve --

Thank you for responding to my note of 18 August 1997, in which I ask for more work -- specifically, more feature-article manuscripts that I can edit for publication in the magazine ahead of deadline. I was dismayed to find that instead of welcoming my request, your response focuses on assigning blame for the lack of such manuscripts and goes on to deny that we have any such deficiency.

You base the first part of your response on the fact that Physics Today staff members do follow-up work with the people whom you have invited to write articles for the magazine. You note that these staff members are therefore "in part" responsible for obtaining manuscripts that are ready to edit for publication. All this is true, but our severe shortage of such manuscripts is not due to deficient solicitation follow-up work by the staff as you imply. The article editors on the staff have, in fact, done a good job of following up on solicited articles -- staying in contact with the authors and working with them to produce the articles that you have asked them to write. If you think you could do better than we do, you should share your secret. For whatever it is worth, my experience is that when a conscientious and hardworking staff is blamed for a long-standing problem, the diagnosis is usually incorrect, and an incorrect diagnosis is an impediment to a real solution. (In my own case, according to my job description, solicitation follow-up has been a small part of my job; but I work at it conscientiously, and on my latest annual review you said that I do above-average work in this area.)

No, the problem is not your staff's lack of competence in its follow-up work with authors. The problem is simply that the magazine has solicited far too few articles. This has had unfortunate consequences, not only for the staff (as my note of 18 August 1997 describes for my case), but also for the magazine's subscribers. In the past three years I doubt that we have had even three months in which we have had a backlog of manuscripts ready to edit. Typically, the editor scrapes each issue together in a near-crisis atmosphere, after a desperate search around the office for manuscripts that may have arrived -- or that are said to be "in the mail." The lineup of articles in most issues of Physics Today is thus dictated by forces beyond our control.

Your listing of manuscripts that you say you offered to me begs the question of giving me more manuscripts that I can edit and prepare for publication, because we did not have the manuscripts on your list. In your own words, they were "in late stages of development." I should point out that even manuscripts that you consider ready to edit often are not. And when the shortage of manuscripts forces us to schedule incomplete manuscripts for near-term publication, we often have to pressure authors to work with us under undo

S 001018

time pressure. This is unfair to both the author and the Physics Today staff, because it deprives them of the opportunity to do their best and therefore most satisfying work. The largest group to suffer, of course, are the readers. I don't know how many of the articles that you listed fell into that category, because I did not work on those articles.

As I said in my memo of 18 August 1997, I think article editing work is done most efficiently when it is done well ahead of the deadline. So in general I seek to work in advance and am reluctant to take on articles that, due to the shortage, will necessarily have to be done at the last minute, often after I have already scheduled work on other articles and often well after any reasonable deadline for submission. Month after month our work should not consist of "rush jobs" for issues that are upon us. I would have taken on the articles in your list if they had been scheduled for later issues -- or, even better, if they had not yet been scheduled for specific issues. But because of our serious lack of manuscripts, it has almost never been possible to work ahead.

In your response you say that I "agreed" to obtain William Colson's article by a particular date. This cannot be true. There is no way that I or any other Physics Today staff member could credibly "agree" that Colson and his coauthors would finish writing their article by a date that you picked arbitrarily. Only Colson and his coauthors -- all volunteers, remember -- could do that, and they did not. We cannot suddenly and unilaterally spring a short deadline on an author. The most we can do is ask our authors if they can meet such a deadline. Over the years you have asked many authors whether or not they could meet particular deadlines that you had in mind, and you have accepted later deadlines when they told you what they could do. Just because you are now talking to a staff member, rather than directly to the author, doesn't mean you can "just say article" and have it appear.

In the final paragraph of your response to my request for manuscripts, you boast: "I can supply you with as many as you want." This is simply not true. In fact, when we spoke after I received your response, you could not supply even one manuscript that I could edit for the January issue, the February issue or any subsequent issue. Of course, we will eventually come up with something to fill the holes in those issues. But, as usual, that is not likely to happen soon enough to allow us to work ahead. I am sure we could continue to pretend that this modus operandi is not a serious problem -- after all, we have managed to get by with it for a number of years. But it takes an unnecessary toll on many people, and so I think we have a moral responsibility to the staff (article editors, editorial assistants, art editor and copy editors), authors and

readers to solve the problem. I think the obvious first step is to admit that we do have a serious shortage of manuscripts and that the shortage leads to the problems that I have described here and in my note of 18 August 1997.

As I mentioned above, solicitation follow-up work has been only a small part of my job -- at least that is what I thought. When I saw how much you emphasized it in your response to my note, I took a look at my job description and noticed that such work was a bigger part of my job than I had remembered. Upon further investigation, however, I discovered that you had altered my job description after the fact to add truth to your claim. Indeed, the altered job description was dated 19 August 1997, the same date carried by your response to my note. For future reference, let me say here that I and other members of the staff prefer an above-board management style, where, for example, important changes are pointed out to people rather than being left for them to discover -- or, perhaps, not discover. In any case, you and I discussed the change in my job description on 25 August 1997, and I agreed to it. Thus, I will increase my solicitation follow-up work by about 2/3 and reduce my article editing by 1 part in 8. (I will continue to spend the large majority of my time on article editing.) Because of my preference for doing things above-board, I asked you to write me a note describing the change in my job description, and I thank you for doing so.

For the record: In your response to my note, you say that you OK'd my request for paternity leave. My recollection is that you neither approved it nor denied it, because I withdrew my request before you responded.

So that we don't wander too far from the original issue, let me repeat that I made my 18 August 1997 request because I felt that I was being held responsible for a particular amount of work (my annual article-editing goal) while being made to work so inefficiently that I could not do that amount of work -- at least not with sufficient time left over to take some time off. My revised job description will lessen slightly my need for ready-to-edit articles, and so should provide some relief in this area.

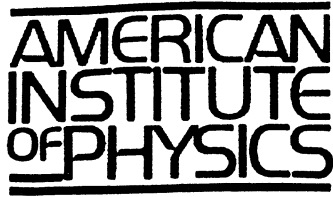
The Riordan manuscript has just arrived, and I would like to work on it now, so as to finish it as far ahead of the deadline as possible. Unless you tell me otherwise, that is what I will do. Perhaps I will take some vacation time later, depending in part on what other work comes in.



S 001020

Copies of my note to Steve Berka (2 Sept. 97)
given to:

- ✓ Elliot
- ✓ Graham
- ✓ Judy
- ✓ Rita
- ✓ Paul
- ✓ Toni
- ✓ Jean
- ✓ Charles



INTER-OFFICE MEMORANDUM

TO: Jeffrey Schmidt - Physics Today

FROM: Human Resources

EXT : 2293

DATE: September 3, 1999

SUBJECT: Personnel Committee Action

At its most recent meeting, the Personnel Committee approved an increase in your annual salary from \$66,500 (3 quartile) to \$67,850 (3 quartile), effective 9/1/99. Your next review is scheduled for 9/1/2000.



UNIVERSITY OF MARYLAND

OFFICE OF THE PRESIDENT

2101 Main Administration Building
College Park, Maryland 20742
301.405.4945 TEL 301.314.9395 FAX

July 17, 2001

Jeff Smith
3003 Van Ness Street, N.W.
Apartment 406
Washington, D.C. 20008

Dear Mr. Smith:

We are in receipt of your letter of July 1, 2001, to Dr. Ann G. Wylie, Assistant President. Because you invoke the Maryland Public Information Act (the "MPIA"), it has been forwarded to this Office for consideration and reply.

You have asked for "the agreement that the university negotiated with the American Center for Physics." We are unable to locate a fully executed copy of the *Relationship and Cooperation between American Center for Physics and University of Maryland, College Park* as the document is known. However, we have been able to retrieve a final draft dated November 17, 1993. It is my understanding that there were no substantive changes made to it. A copy is enclosed.

You have also requested a "complete list of university affiliates." As you may appreciate, the MPIA does not require the University to generate new material. And to the best of our knowledge, a list of "affiliates" has never been attempted. In large measure this reflects the imprecise and varied way the word "Affiliate" or "affiliated" has come to be used in faculty parlance. We remain prepared, however, to offer you copies of other agreements if you might describe them with sufficient particularity to enable us to more readily identify them.

We trust this responds fairly to your inquiry.

Sincerely,

Jack T. Roach
Executive Assistant to the
President & Chief Counsel

cc: Dr. Ann G. Wylie

S 001023

file

Draft proposal, ver 0.4
AH, Nov. 17, 1993

Trans. Admin.
5/15/201-2103
ACF 126

RELATIONSHIP AND COOPERATION
between
AMERICAN CENTER FOR PHYSICS and UNIVERSITY OF MARYLAND, COLLEGE PARK

0. Premise

The proximity of the newly opened American Center for Physics and the University of Maryland at College Park offers an opportunity for sharing resources and expertise in a way that benefits both institutions and the science community. The prospect of synergy between the Physics Department and individual physics organizations that comprise ACP was, after all, an important factor in the decision to locate ACP in Maryland.

This document attempts to define a framework for collaboration between ACP and UMCP. It is based on prior discussion between the two groups and the agreements reached verbally to date.

1. Representation of ACP and UMCP

The ACP Board is comprised of two representatives of each of the Member Organizations: Marc Brodsky and Arthur Bent for AIP, Harry Lustig and Irving Lerch for APS, and Bernard Khoury and Robert Sears for AAPT. Sal Trofi (previously also Christopher Marshall) from AAPM, an Affiliate Member of ACP, attends the Board meetings as a non-voting participant. A subgroup of the ACP Board, composed of one person from each member organization, will continue to represent ACP in contacts with UMCP.

In recent formal and informal discussions, ACP was represented by Kenneth Ford, former Executive Director of AIP, Harry Lustig, and Bernard Khoury. The following people from the University of Maryland have participated at various times: Richard Herman, Dean of the College of Computer, Mathematical, and Physical Sciences; Bruce Fretz, Associate Vice President of Academic Affairs; Brian Darmody, Assistant to the President at UMCP. The Physics Department has been represented in these talks by: Chuan Liu, acting Chair, Angelo Bardasis, Associate Chair, John Layman, and Pam Harris of educational/outreach programs.

2. Summary of early discussions

The ACP Board and its individual members have met on a number of occasions with the UM administration officials and representatives of the physics department. It was agreed in principle that:

- (a) Staff of ACP will receive identification cards, allowing access to College Park campus facilities such as are used by the full time staff at UMCP, including access to libraries (with some restrictions on borrowing books) and the campus shuttle system.
- (b) Some physicists on the staff at AIP, APS, AAPT, and AAPM may be offered adjunct or visiting faculty status at the Physics Department. The number of these appointments will be limited and they will be handled on a case by case basis. ACP suggested for consideration thus far the following people: Marc Brodsky, Jack Hehn, Bernard Khoury, Irving Lerch, Harry Lustig, John Rigden, and Spencer Weart.

A more detailed summary of prior discussions is given in the June 29 draft prepared by Bernard Khoury.

3. ACP services to UMCP

The following are preliminary suggestions of the services that ACP may offer to the UMCP faculty.

- (a) Niels Bohr Library. Access to the stacks and access to the archives for scholarly purposes. Copying services, free loan of copies of interviews on tapes and microfilms. Employment opportunities for students and graduate students.
- (b) Student Internships and faculty fellowships. Possibility of internship in archival and library science, in history of science, in science writing and editing, in science policy and management (including Physics Management Fellow position at AIP). Also fellowships for faculty in these areas. ACP may also be able to offer postdoctoral positions.
- (c) ACP publications and information. Distribution to interested faculty members of any of the following: FYI (e-mail), Physics News Update (e-mail), History of Physics Newsletter, brochures from the Education and Employment Statistics. Also access to information and advice on employment opportunities for physicists.

- (d) PINET. Limited number of free access accounts to the PINET database and services. Unlimited paid access.
- (e) Conference facility. Limited use of ACP conference rooms and facilities.

4. UMCP services to ACP

The following are preliminary suggestions of the services that the University and the Physics Department may offer to ACP staff.

- (a) Temporary staff id cards. For interested professional full-time staff at ACP. The id cards will allow access to university and departmental libraries (limited borrowing privileges and access to stacks, at least for some ACP staff), shuttle system, and other services available to UMCP staff.
- (b) Adjunct/visiting faculty positions. The Physics Department may offer a limited number of appointments to physicists in ACP, some of them on a rotating basis in connection with teaching assignments. ACP will forward a list of people interested in these positions.
- (c) University publications. University newspaper(s) and departmental newsletters, announcements of colloquia talks, etc., distributed in hard copy and/or via e-mail in limited number to ACP. Several copies of the university catalogue and listings of courses offered sent to Niels Bohr Library each semester.
- (d) UMCP computing facilities. Access to computing services and on-line data-base to selected ACP scientists for research.
- (e) University and departmental lectures and colloquia. Open to all interested staff members at ACP.
- (f) ACP bus stop. Extension of the university shuttle system so that there is a regular ACP bus stop. This will facilitate contacts between the two communities.

5. Future

The details of the proposed procedures will be worked out and modified as needed. ACP and UMCP will seek to maximize the benefits to both sides through collaboration, joint projects, and good neighborly interaction.

From - Sat Oct 03 06:36:53 1998
Received: from rac4.wam.umd.edu (tfeder@rac4.wam.umd.edu [128.8.10.144])
by po3.wam.umd.edu (8.8.7/8.8.7) with ESMTP id IAA28652;
Wed, 1 Oct 1997 08:03:31 -0400 (EDT)
Received: from localhost (tfeder@localhost)
by rac4.wam.umd.edu (8.8.7/8.8.7) with SMTP id IAA04124;
Wed, 1 Oct 1997 08:03:30 -0400 (EDT)
X-Authentication-Warning: rac4.wam.umd.edu: tfeder owned process doing -bs
Date: Wed, 1 Oct 1997 08:03:30 -0400 (EDT)
From: toni feder <tfeder@wam.umd.edu>
To: Jeff Schmidt <jeff@wam.umd.edu>
cc: "Graham P. Collins" <gpc@sff.net>, jak@interport.net
Subject: Re: the monthly meetings
In-Reply-To: <34321D31.3EFE@wam.umd.edu>
Message-ID: <Pine.SOL.3.95q.971001080309.3491B-100000@rac4.wam.umd.edu>
MIME-Version: 1.0
Content-Type: TEXT/PLAIN; charset=US-ASCII
X-UIDL: 2975be786b7681a6ccfldfa5027c9c71
Status: U
X-Mozilla-Status: 0015
Content-Length: 2585

Jeff,

What is the forthcoming document you refer to here?

Toni

On Wed, 1 Oct 1997, Jeff Schmidt wrote:

> Hi Graham,
>
> Thanks for the background and analysis. It is what I would have
> guessed. Harris is a savvy guy, but I didn't think for a minute that he
> had co-opted you (incorporated you into the system to take the edge off
> your criticism of the system). I think what happened is simply that we
> put him under a lot of pressure before and during the retreat, and he is
> making concessions as a result. He is dealing with you because you have
> been the most outspoken staff member concerning the problems at the
> magazine. (I have played that role at times, and so I know how it works
> and how it doesn't necessarily involve selling out.) As such, what you
> say to Harris does in fact represent more than just your own views (it
> represents mine pretty well, for example, as I made clear at the
> retreat), and Harris knows that. I was happy to hear that he had
> consulted with you on the forthcoming document -- and I guarantee you
> that people like Barbara were very unhappy to hear that. I took it to
> mean that the document will be that much closer to what we want.
> Anyway, you need not worry about some of the things that you were
> worrying about in your message, because we will not take the document as
> final, but rather as a proposal subject to discussion and modification
> by the entire staff.
>
> I know from experience with Harris that his goal is to figure out the
> smallest concession that he can get away with. He is very good at
> that. A few months ago, for example, there was a push to give a staff
> member a larger than usual raise. (No need to say who it was here,
> except to say that it wasn't Jean.) There was a lot of

> behind-the-scenes discussion over a long period of time. After it was
> all over the staffer told me that he (meaning he or she) had told
> himself, and only himself, that the absolute lowest acceptable salary
> was such and such an amount. Harris set his new salary at exactly that
> amount!

>
> We might have to live with Harris having veto power over editorial board
> (or monthly meeting or whatever) decisions. But I don't think we should
> accept Benka veto power over such staff decisions. Doing so would
> simply reproduce the present situation. Like I said at the retreat, a
> staff with a century and a half of experience should have at least as
> much authority as an individual with 3.8 years in the business.

>
> Jeff

>

From - Sat Oct 03 06:37:53 1998
Received: from circle.greyware.com (circle.greyware.com [207.55.146.50])
by po0.wam.umd.edu (8.8.7/8.8.7) with SMTP id JAA05712;
Wed, 1 Oct 1997 09:35:54 -0400 (EDT)
Received: from CISPPP (unverified [206.175.205.161]) by circle.greyware.com
(EMWAC SMTPRS 0.83) with SMTP id <B0000378928@circle.greyware.com>;
Wed, 01 Oct 1997 08:34:19 -0500
Message-Id: <1.5.4.16.19971001133826.342fdc6e@sff.net>
X-Sender: gpc@sff.net
X-Mailer: Windows Eudora Light Version 1.5.4 (16)
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
Date: Wed, 01 Oct 1997 09:38:26 -0400
To: toni feder <tfeder@wam.umd.edu>, Jeff Schmidt <jeff@wam.umd.edu>
From: "Graham P. Collins" <gpc@sff.net>
Subject: Re: the monthly meetings
Cc: jak@interport.net
X-UIDL: e0e209d02e234bc50e1417ef4de570ff
Status: U
X-Mozilla-Status: 0015
Content-Length: 1702

At 08:03 AM 10/1/97 -0400, toni feder wrote:
>What is the forthcoming document you refer to here?

Yesterday at 11:30 there was a hastily called Q&A session, with CH in the chair (SB was OWP at a meeting). (Susan tried to reach you a couple of times, but there was no answer.) He announced that there would be monthly meetings, two hours long, occurring shortly after each closing, the first one being the October 15th meeting already scheduled. He was vague about what would be discussed but my interpretation is that it would include questions of "process" and so on -- in essence it'll be the monthly meetings we were promised back at last year's retreat.

The "document" is going to be his spelling out of how the meetings will work. In particular he referred to "a mechanism" for ensuring everyone has an opportunity to have a say. Based on my long talk with him on Friday, I believe this will mean it'll be routine for everyone to be polled on issues at these meetings, but the votes won't be binding on SB or CH.

Jeff and I differ in that I'm prepared to see how this works even if SB and CH have "veto" over the votes. (Or, to put it another way, the votes are advisory.)

The e-mail I sent yesterday to you three was because CH announced all this in a way that made it sound very much like a joint proposal from him and me.

Jeff...

> I know from experience with Harris that his goal is to figure out the
> smallest concession that he can get away with. He is very good at
> that.
[...]
> was such and such an amount. Harris set his new salary at exactly that
> amount!

Yeah, this is a very good point. I heard about that case, too.

-- Graham

S 001030

From - Fri Oct 24 15:56:57 1997
Received: from circle.greyware.com (circle.greyware.com [207.55.146.50])
by pol.wam.umd.edu (8.8.7/8.8.7) with SMTP id NAA19645;
Thu, 23 Oct 1997 13:17:29 -0400 (EDT)
Received: from CISPPP (unverified [199.174.253.100]) by circle.greyware.com
(EMWAC SMTPRS 0.83) with SMTP id <B0000420142@circle.greyware.com>;
Thu, 23 Oct 1997 12:15:09 -0500
Message-Id: <1.5.4.16.19971023171936.34a7e0a0@sff.net>
X-Sender: gpc@sff.net
X-Mailer: Windows Eudora Light Version 1.5.4 (16)
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
Date: Thu, 23 Oct 1997 13:19:36 -0400
To: jak@interport.net, jeff@wam.umd.edu, tfeder@wam.umd.edu,
lugenbold@juno.com
From: "Graham P. Collins" <gpc@sff.net>
Subject: A new gag order
X-UIDL: 6166a5442f148e424d2a6c3677da8446
X-Mozilla-Status: 0005
Content-Length: 1292

Those of you who were not present for yesterday's meeting reporting on the advisory committee's oral report will have missed the following interchange:

During the discussion, Harris mentioned the trip he made on Monday to Lane Press to see a demo of Quark Xpress and a math typesetting program. I pointed out (in caustic tones) that no one from PT with experience at setting our equations was included on the trip, but Lewis Holmes and Megan went from CIP.

Today around noon Benka visited me in my office and behind a closed door instructed me firmly that it was "inappropriate" for me to criticise Harris or himself at staff meetings. Such matters were to be raised with them in private. I note that he volunteered that both he and Charles agreed that I had a valid complaint.

I am very upset by this incident and I am mulling over various actions, including resignation.

Jeff, I assume your gag order has not been rescinded? I believe this is a matter that we can and should press with the advisory committee asap in the hope that language might be added to the written report (which is due from them Wednesday next week).

As I indicated to Paul and Jeff yesterday, a post-meeting line of communication between me and Horst is already open.

-- Graham

S 001031

From - Fri Oct 31 19:19:13 1997
Received: from circle.greyware.com (circle.greyware.com [207.55.146.50])
by pol.wam.umd.edu (8.8.8.Beta2/8.8.7) with SMTP id QAA12201;
Fri, 31 Oct 1997 16:11:52 -0500 (EST)
Received: from CISPPP (unverified [199.174.132.54]) by circle.greyware.com
(EMWAC SMTPRS 0.83) with SMTP id <B0000439119@circle.greyware.com>;
Fri, 31 Oct 1997 15:10:55 -0600
Message-Id: <1.5.4.16.19971031211023.19f7fd5c@sff.net>
X-Sender: gpc@sff.net
X-Mailer: Windows Eudora Light Version 1.5.4 (16)
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
Date: Fri, 31 Oct 1997 16:10:23 -0500
To: jak@interport.net, jeff@wam.umd.edu, tfeder@wam.umd.edu,
lugenbold@juno.com
From: "Graham P. Collins" <gpc@sff.net>
Subject: subversive meeting?
X-UIDL: 8ee93f0e4f7e8c5e688ccffd97e92783
Status: U
X-Mozilla-Status: 0005
Content-Length: 1610

As some of you already know, I had another marathon conversation with Harris on Wednesday. Among other things, I pressed repeatedly for the gag orders on me and Jeff to be retracted, but Harris hardly budged at all (on that or any other issue. Nor did I). He indicated that "do not criticise" was not what Benka was supposed to say to me, but, surprise surprise, I haven't yet received a retraction or clarification.

In any case it's time for another disruptive behind-closed-doors meeting of our faction of subversive troublemakers to share information, discuss strategy and implications, and vote on Paul's proposal that we kidnap August.

Jeff has suggested Monday afternoon. (I'm in a web meeting at 10 am, and getting a flu shot at 12:30.)

Later it occurred to me that an off-site meeting, such as dinner at a restaurant, might be better, except that would exclude Jean. Mostly I am uncomfortable with how obvious it can be when we have a long on-site meeting. (Last time, just after the meeting, Benka asked me "Where was everyone?") I guess meeting after normal working hours would alleviate that aspect.

At one point in the conversation with Harris he indicated he would meet with the people responsible for the memo to the advisory committee (he knew about it) to discuss all of the issues in it. It has since occurred to me that that would be a way for him to find out precisely who was responsible for the memo. But I think it would be worthwhile to take him up on that, as a way to further argue our cases and maybe press for some concessions.

-- Graham

S 001032

From - Sun Nov 02 07:55:42 1997

Received: from m14.boston.juno.com (m14.boston.juno.com [205.231.101.193])
by po2.wam.umd.edu (8.8.8.Beta2/8.8.7) with ESMTP id PAA06600;
Sat, 1 Nov 1997 15:08:59 -0500 (EST)

Received: (from lugenbold@juno.com)

by m14.boston.juno.com (queuemail) id PpW07790; Sat, 01 Nov 1997 15:04:05 EST

To: gpc@sff.net, tfeder@wam.umd.edu, jak@interport.net, jeff@wam.umd.edu

Subject: Next

Message-ID: <19971101.162627.4631.0.Lugenbold@juno.com>

X-Mailer: Juno 1.38

X-Juno-Line-Breaks: 6-9,14-15,20-21,25-26,32-33,35-36,42-44

From: lugenbold@juno.com (Paul J Elliott)

Date: Sat, 01 Nov 1997 15:04:05 EST

X-UIDL: 03eb72ee07f37ad7d31d0156dcc74842

Status: U

X-Mozilla-Status: 0005

Content-Length: 2329

CH has counterattacked and fought to a draw with Graham, although now, back in his dugout, he may know more, or think he knows more, than he did before dashing out across no-man's-land. He's also revealed that he knows about the memo to the advisory committee, and that he's adamant about keeping the free-speech lid on Jeff. There are also indications that he has made Jeff his leading choice for the dual role of rebel leader and scapegoat.

So now what?

I propose that we wait CH out between now and the November 12 monthly meeting. If he says to any one of us that he wants to discuss the memo issues with the memo writers (as Graham has reported), he should be encouraged to make the subject an agenda item for the meeting (but let Barbara stay for the discussion).

Meanwhile, one of us could propose the subject of free speech as an agenda item for the meeting on the grounds that we need clarification: does the modified version of CH's modest proposal agreed to at the last meeting in fact supersede all other decrees? And citing Irwin's memo would be a means of introducing the unmentionable gag order.

Also, if I see that CH may be receptive, I'll watch for an opportunity to have a brief and private chat with him and offer him some suggestions on how he could resolve the issue smoothly--before the November 12 meeting.

I also suggest that, between now and November 12, we defer pressing CH or any other collective issues, we avoid holding onsite more-than-two-person daytime meetings among ourselves, we do nothing to contribute to Jeff's reputation as a scapegoat., and that if CH or SB presses any of us to discuss privately anything remotely related to the rebels' agenda, we urge them to let the monthly meeting be the forum for it.

Sorry, but is unlikely that I will have time for any offsite, afterhours meetings this coming week.

What to make of this: A few days ago, on leaving my office, SB paused at the door, pointed at the first word on the name plate, and said, "Take

the U out and it's Pal Elliott." Did anyone with a copy of my memo about our not being pals with the managers possibly get a bit careless at PT? Or was it just coincidence? (I'm really not too concerned, in that I'm fully responsible for whatever I do.)

Fred

S 001034

From - Fri Nov 07 10:16:59 1997
Received: from amsterdam.interport.net (amsterdam.interport.net [199.184.165.9])
by po0.wam.umd.edu (8.8.8.Beta2/8.8.7) with ESMTP id JAA28496
for <jeff@wam.umd.edu>; Fri, 7 Nov 1997 09:22:28 -0500 (EST)
Received: from [207.237.104.80] (usrtslport32.port.net [207.237.104.32])
by amsterdam.interport.net (8.8.5/8.8.5) with SMTP id JAA12810;
Fri, 7 Nov 1997 09:22:15 -0500 (EST)
Date: Fri, 7 Nov 1997 09:22:15 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530503b0888ee4725a@[207.237.104.80]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: Jeff Schmidt <jeff@wam.umd.edu>
From: jak@interport.net (Jean A. Kumagai)
Subject: Re: E-mail to Brodsky
Cc: jak@interport.net
X-UIDL: 420d8aee47e1aab481f367a8bdd7c66e
Status: U
X-Mozilla-Status: 0015
Content-Length: 101

Hi, Jeff

The note to Brodsky looks great. I hope he follows up on both suggestions.

Jean

S 001035

From - Mon Feb 02 18:48:03 1998
Received: from amsterdam.interport.net (amsterdam.interport.net [199.184.165.9])
by po1.wam.umd.edu (8.8.8/8.8.7) with ESMTP id JAA23965;
Mon, 2 Feb 1998 09:10:29 -0500 (EST)
Received: from [207.237.106.24] (usrts3p24.port.net [207.237.106.24])
by amsterdam.interport.net (8.8.5/8.8.5) with SMTP id JAA12587;
Mon, 2 Feb 1998 09:10:34 -0500 (EST)
Date: Mon, 2 Feb 1998 09:10:34 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530501b0fb3e493d61@[207.237.106.24]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: tfeder@wam.umd.edu, lugenbold@juno.com, gpc@sff.net, jeff@wam.umd.edu
From: jak@interport.net (Jean A. Kumagai)
Cc: jak@interport.net
Status:
X-Mozilla-Status: 0005
Content-Length: 337

Hi,

I told a friend about the latest office crackdown. Her reply:

>Too bad about having all private conversations banned in the
>office. Tough to pull off though and not calculated to win friends. Is the
>boss suffering from a psychosis? Is he going "postal?"

I swear I never told her where he used to work....

jean

S 001036

From - Tue Feb 03 05:59:04 1998

Received: from m14.boston.juno.com (m14.boston.juno.com [205.231.101.193])
by pol.wam.umd.edu (8.8.8/8.8.7) with ESMTTP id CAA11287;
Tue, 3 Feb 1998 02:48:11 -0500 (EST)

Received: (from lugenbold@juno.com)

by m14.boston.juno.com (queuemail) id BIX06096; Tue, 03 Feb 1998 01:19:18 EST

To: gpc@sff.net, tfeder@wam.umd.edu, jak@interport.net, jeff@wam.umd.edu

Subject: Achtung!

Message-ID: <19980203.024418.4631.0.Lugenbold@juno.com>

X-Mailer: Juno 1.38

X-Juno-Line-Breaks: 13-18

From: lugenbold@juno.com (Paul J Elliott)

Date: Tue, 03 Feb 1998 01:19:18 EST

Status:

X-Mozilla-Status: 0005

Content-Length: 1269

Yesterday afternoon (February 2), I had a useful chat with Charris and learned that (1) Charris says he would not have acted as Sbenka did in the episode that occurred outside my office last Wednesday; (2) Charris already knew something of what had happened, having received a memo from Sbenka; (3) Charris agreed to have a private talk with Sbenka about the episode and agreed to quietly drop the issue of the staff being forbidden to have private conversations behind closed doors; (4) Charris believes that the episode had been preceded by a Jeff-Jean-Toni phone/office conversation, and that he is "100 percent sure" that it had involved Jeff's campaigning about not having to keyboard his own corrections; (5) Charris sees Jeff, who had formerly been his "friend and confidante," as continuing to be a troublemaker; (6) to help gauge what may be going on at PT, Charris evidently scrutinizes the phone bills submitted for reimbursement by offsite staffers.

Possibly more when I have time,

Paul

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Or call Juno at (800) 654-JUNO [654-5866]

S 001037

From - Tue Feb 03 15:50:26 1998
Received: from amsterdam.interport.net (amsterdam.interport.net [199.184.165.9])
by pol.wam.umd.edu (8.8.8/8.8.7) with ESMTP id JAA00738;
Tue, 3 Feb 1998 09:26:14 -0500 (EST)
Received: from [207.237.107.26] (usrts4p26.port.net [207.237.107.26])
by amsterdam.interport.net (8.8.5/8.8.5) with SMTP id JAA25646;
Tue, 3 Feb 1998 09:25:49 -0500 (EST)
Date: Tue, 3 Feb 1998 09:25:49 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530501b0fc8f2e7a5e@[207.237.107.26]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: lugenbold@juno.com, jeff@wam.umd.edu, tfeder@wam.umd.edu, gpc@sff.net
From: jak@interport.net (Jean A. Kumagai)
Subject: Re: Achtung!
Cc: jak@interport.net
Content-Transfer-Encoding: 8bit
X-MIME-Autoconverted: from quoted-printable to 8bit by pol.wam.umd.edu id
JAA00738
Status:
X-Mozilla-Status: 0015
Content-Length: 1484

hi, all

Paul, thanks for message. how long a chat was it? did he ask questions? can't wait for the second installment.... i had long assumed that charris was checking phone bills, although it seems like such a tedious, intrusive thing to do. doesn't much bother me, although i do sometimes route calls through benka's or harris's line after hours, just for fun.

graham, thanks for the beach report -- i think. here the weather people are warning us to brace for an ugly squall (but didn't we have that last Wednesday?). anyways, i'm not sure i agree with the "let's be nice to poor steve" policy. no, actually i AM sure: i disagree. from my perspective, i tolerate quite enough from steve already. i want to preserve my right to have closed-door, private discussions with colleagues -- it is part of what keeps ME sane in that place. i think it's much better that steve learn to keep himself in check. he had no cause to come barging into Toni's office or Jeff's.

>What can we do to try to move things toward a
>solution? (Keeping in mind that being =seen= to be trying to do anything
>may well just make matters worse.)

I think that comment really gets at the heart of the matter. We CAN'T arrive at a solution that is acceptable to us unless we do something constructive and try to carry on like responsible, mature adults who work for an interesting, enlightened publication. Simple avoidance is not going to move things forward.

my cents,
jean

S 001038

From - Tue Feb 03 21:40:24 1998
Received: from amsterdam.interport.net (amsterdam.interport.net [199.184.165.9])
by pol.wam.umd.edu (8.8.8/8.8.7) with ESMTP id MAA20634;
Tue, 3 Feb 1998 12:18:56 -0500 (EST)
Received: from [207.237.108.177] (usrts5p177.port.net [207.237.108.177])
by amsterdam.interport.net (8.8.5/8.8.5) with SMTP id MAA07279;
Tue, 3 Feb 1998 12:17:40 -0500 (EST)
Date: Tue, 3 Feb 1998 12:17:40 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530501b0fcbbc277458@[207.237.108.177]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: jeff@wam.umd.edu, lugenbold@juno.com
From: jak@interport.net (Jean A. Kumagai)
Subject: local circus
Cc: jak@interport.net, tfeder@wam.umd.edu
Status: O
X-Mozilla-Status: 0005
Content-Length: 5396

Paul and Jeff,

Toni had asked me to send this on to you but I forgot. So here it is.

Jean

>X-Authentication-Warning: rac9.wam.umd.edu: tfeder owned process doing -bs
>Date: Sat, 31 Jan 1998 10:45:08 -0500 (EST)
>From: toni feder <tfeder@wam.umd.edu>
>Reply-To: toni feder <tfeder@wam.umd.edu>
>To: graham collins <gpc@sff.net>
>cc: Jean Kumagai <jak@interport.net>
>Subject: local circus
>MIME-Version: 1.0
>
>Jean,
>I don't seem to have PE or JS's off-site, non-AIP email addresses anymore.
>Can you forward this? And give me those addresses? Thanks!
>Toni
>
>
>HI Graham,
>
>Sat urday morning, and I'm at your computer. The reason is threefold:
>one: I got an overdraft notice from my bank yestterday, in which a check
>for \$15 had been erroneously entered by them as \$8015, so I had to go to
>my bank, which is near here. (By the way, using the UMD account from here
>is tedious, so I can't be bothered to correct my typos....)
>two: someone left me a message taht rather than e-mailing me s.t. he had
>faxed it, so I had to pick up my fax.
>three: the pool is near here, so I think I'll soon go swimming.
>
>Thanks for forwarding Speedy's note. I got one from him too, actually
>suggesting something I may want to write about.
>
>\Finally, to the local circus.
>
>characters:

S 001039

>protagonist: SB
>minor characters: JS, TF
>more minor characters: JK, PE
>
>Setting: The office, Wednesday evening
>
>TF was in her office, talking with JK on the phone. JS came by to give TF
>a WSJ article on Monica Lewinsky. Stayed to talk a bit. Through the
>sidelight, TF saw SB. He disappeared for a bit (maybe 30 seconds), and
>then poked his head into TF's office.
>
>SB: What are you talking about? Can I join? If it's about work, I can
>join, can't I?
>
>SB stays to talk about Lewinsky for a bit.
>
>SB: So, how is it going with looking through back issues of PT?
>(Questions directed at TF). And, how are your March articles going?
>(directed at JS)
>JS: They're marching along.
>conversation about the March articles ensues.
>SB: Maybe we should go somewhere else to talk so as not to bother Toni.
>They do.
>
>TF's phone rings. (JK had been on most of the time.) It's JS, from his
>office. He tells what has happened in the meantime:
>
>SB and JS have talked about work. Then, JS headed back to TF's office,
>to continue conversation. SB asked JS if he was going to TF's office, and
>on hearing yes, said he'd join. Instead, JS and SB both went back to their
>own offices....
>
>While JS was recounting these events, SB arrives at JS's office, and over
>the phone, TF hears:
>
>SB: Which one of your authors are you talking to? Is that Key (?) you're
>talking to?
>JS: I'm talking to one of my coworkers.
>SB: Then I should be able to join.
>JS turns on speaker phone, TF identifies herself. SB invites her to come
>down the hall.
>
>Scene 2.
>
>JS, SB & TF meet in the area where Judy and Rita work. PE's office door is
>open, and he is there.
>
>SB blusters along, and the overriding theme is that he wants no closed
>door conversations to take place here. "If you want to go out for a beer
>after work, that's fine," he says. "But if you are at work, then I should
>be able to join in."
>
>JS asks whether this means that SB and CH will no longer have closed-door
>sessions.
>
>SB: "Who is supervising whom?"
>TF: "I feel attacked for something I didn't do."
>JS: "So do I."

>JS: You haven't micromanaged at this level before.
>SB: "Well, you may see more of it."
>
>SB: I haven't seen this in a long time. But now I have....
>
>And so on....
>
>TF's post morten comments:
>
>I wish I'd responeded differently, saying simply, that I don't know what's
>going on here, but that anyone should be able to talk to anyone, and
>asking for an explanation. This seems to harlken back to PE's joke that
>no closed door conversations of more than one person can take place...
>It's also like a jealous, paranoid lover, worried about every other man
>(woman) on the planet....
>
>This is the first breech of the staff-wide agreement a few months ago to
>treat each other with respect. In fact, SB has no reason to be paranoid
>now- so it shows the lingering suspicions of the past.... He's entitled to
>them, but shouldn't act on them. And I for one don't want to be treated
>with suspiscision, especially now, as my work arrangment changes. Ugh. What
>a buffoon.
>
>So, the encore:
>the next day, things were rosy. SB and TF avoided each other studiously,
>until evening, when SB spoke to TF while she was inthe library across from
>his office. No apology. No acknowledgment of the interaction of the day
>before. Just pleasant.
>
>PE wants to talk to CH- and tell his side- what he overheard, that it was
>unacceptable... etc.
>
>Okay Graham, that's all for now. Once a circus, always one, I guess. My
>friend Ed said last night, on hearing this story, that he can't elieve we
>get a magazine out. Something to be proud of! Oh, and the other thing is
>that it seems that JS is being excluded from the 50th anniversary
>preparatiohns. This bothers me and Jean because, for one, it means we have
>more work (more years to trawl through). And of course, we don't
>understand why this is the case....
>
>All for now.
>
>Toni

From - Fri Feb 06 08:31:47 1998
Received: from amsterdam.interport.net (amsterdam.interport.net [199.184.165.9])
by po0.wam.umd.edu (8.8.8/8.8.7) with ESMTP id KAA00685;
Thu, 5 Feb 1998 10:22:56 -0500 (EST)
Received: from [207.237.104.169] (usrts2p103.port.net [207.237.105.103])
by amsterdam.interport.net (8.8.5/8.8.5) with SMTP id KAA19921;
Thu, 5 Feb 1998 10:22:17 -0500 (EST)
Date: Thu, 5 Feb 1998 10:22:17 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530504b0ff43a0ee94@[207.237.104.169]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: gpc@sff.net
From: jak@interport.net (Jean A. Kumagai)
Subject: message from Jeff
Cc: jak@interport.net, tfeder@wam.umd.edu, jeff@wam.umd.edu
Content-Transfer-Encoding: 8bit
X-MIME-Autoconverted: from quoted-printable to 8bit by po0.wam.umd.edu id
KAA00685
Status:
X-Mozilla-Status: 0001
Content-Length: 14010

Graham and Toni,

Jeff sent me this message on disk and asked me to forward it to you, as his maryland account doesn't seem to be allowing him to upload files at the moment. Paul has also seen it.

Jean

here goes:

>4 February 1998

>

>Hi Graham,

>

>

> It sounds like you are in a great place, a different world physically and in spirit. News travels far and fast, and so I see that you already know that your coworkers have been treated to a "down under" experience of a very different sort. The description of events that you received was a good one, in my opinion, and shows the skills of a good reporter. I'll give you my report here, because it contains some additional information.

>

> On Thursday 22 January 1998 I met with Charles Harris to ask him to get Stephen Benka off my case. Benka had been pressuring me to stop doing anything that takes up any support staff time at all. I told Harris that support staff can contribute a lot to making the editorial work go well, and that his apparent new policy for support staff work -- that it should give priority to advertising and other revenue-producing work over editorial work -- was bad for the magazine. When Judy was part of the support staff, most of her time was shifted to the Buyers' Guide, which was brought in-house to save money. Now they are shifting more and more of Rita's time to advertising work. And they aren't replacing the lost editorial support. Instead, they are pressuring editorial staff to take on more work. Management philosophy seems to be: Why pay \$15 an hour for clerical work when you can pay \$30? Their real philosophy, of course, is simply to get the editorial staff to do more.

S 001042

>
> I told Harris that behind all this is the way his salary is structured -- tied to reducing the magazine's budget deficit. To my claim that his salary structure is distorting our priorities, he said that he doesn't always do what is best for his salary. As proof, he pointed out that we usually don't run four feature articles in the magazine. He then quickly changed the subject, realizing, I think, that he has never revealed that his salary is tied to upping our output to four articles per month. By the way, over my objection (and over Bert's indication of support for my objection), they are running four substantial feature articles in the March issue, even though we have no backlog and no additional staff. The other day Harris broke new ground in his privileging of advertising over editorial by bringing his advertising manager to an editorial meeting and letting the needs of advertising set the agenda. They forced the meeting to make a big editorial decision after very little discussion, for the sake of advertising. Warren objected strongly; Gloria called it "bullying."

>
> Harris told me that he is open to hiring more support staff, but that we would have to discuss it first at a staff meeting, possibly the next one. I told him that some of us thought we had already discussed it at length at staff meetings and that the need was clear.

>
> Overall, Harris said that he wasn't inclined to give me much consideration, because of my organizing activity last year. And he mentioned your name here too, Graham, as another unforgivable transgressor. "You tried to get me fired," he said, speaking either about me alone, or about you and me, or about all those involved. I said that isn't true. He said that if I believe that, then I must be very naive. And his attitude indicated that he doesn't think I believe that and that he doesn't want to even consider the possibility that I do. I think he wants to believe that I tried to get him fired, because according to his value system that would give him both the desire and moral right to fire me or drive me out, which now appears to be his agenda.

>
> In pursuit of that agenda, Harris appears to have given Benka license to go after me and maybe all of management's perceived enemies on the staff. Around 6 pm on Wednesday 28 January 1998, I was in my office talking to Toni on the telephone when Benka opened the door and asked rudely and sarcastically if I was talking to one of our authors. I said, "No, I'm talking to a coworker, Toni." He acted as if he already knew that. He stepped further into my office and said that he wanted in on our conversation. I found this shocking, of course, and unprecedented. I switched Toni to the speakerphone and told her that Steve was here and wanted to be in on our conversation. She sounded equally shocked. Benka suggested that she come over to my office, and she said OK. Without saying anything, I walked out of my office and into the open area of desks just outside, and Benka followed. I did this to make room for Toni and to get some physical distance between myself and a former post office employee who was clearly behaving very strangely. Toni arrived quickly.

>
> Benka asked me and Toni what we had been talking about on the telephone. I thought his question was way out of line, but I nevertheless told him: We had been discussing the May 1998 50th anniversary issue of Physics Today. (That is ironic, because every May-issue meeting that Benka has been a part of has been a disaster. Virtually every member of the staff thinks that that issue has been badly mismanaged, and no one thinks that yet another meeting with Benka is the way to generate the ideas that the magazine desperately needs to salvage it.) But after giving that short answer, I said that the important question is why he was trying to barge in on our conversation.

>

> He said that he is forbidding all private conversations between staff members at work. From now on, all conversations between staff members must be open to management supervision, he said. When I asked him why, he referred to the organizing activity that took place last year and said that he doesn't want that to happen again. (He and Harris have no doubt that I played a leading role in that.) This looked like a retaliatory and repressive policy aimed more at me than at the rest of the staff, and so I asked him whether or not it applies to everyone. He said it does. I didn't believe him (but I didn't say that I didn't believe him), and so I pressed him three or four times to say whether or not he was going to announce the new policy to the rest of the staff. His final statement was that he knows that I want to know that.

>
> Of course, even if the new repressive policy is not formally announced, no one can afford to take a chance on violating it -- especially Toni and me, to whom it was announced formally. (Paul got a semi-formal announcement, as the discussion took place right outside his door, which was open at the time.) News of management's dim view of private conversations has spread throughout the staff by way of -- yes, you guessed it -- private conversations.

>
> Even though Benka's Gestapo-like enforcement of the new policy was very frightening, in the middle of it all Toni managed to point out that we don't have the bi-weekly Q&A meetings anymore. If management wants to know what the staff is concerned about, they can have such meetings rather than monitor our conversations. Benka ignored her. I think Toni's idea is a good one and should be among our arguments and suggestions.

>
> About half an hour before Benka busted up the telephone conversation between Toni and me, he did something that in retrospect was clearly part of the new repression but at the time felt merely strange and creepy. I had stopped by Toni's office to give her a newspaper article that I thought might interest her. It was about the Clinton/Lewinsky affair, which we had discussed earlier in the day. The article was a brief historical survey showing that presidents who cheated on their wives were more likely to lie to the public as well, justifying public interest in this sort of thing. Toni and I discussed the article briefly and then discussed the 50th anniversary issue. During the latter discussion, Benka opened the door to Toni's office, entered the room and asked if he could join in the conversation. This seemed very strange, of course, especially because he did not know what we were talking about. Toni was perfectly polite in spite of Benka's rude entry. She pointed out the article that I had brought by, dutifully restarting our conversation about it from the beginning for Benka. The three of us discussed the issue for a while, during which Toni and I were treated to editor Benka's view that the press should know its place and not try the president. It was an awkward discussion, because I and maybe Toni (she can speak for herself) were not really interested in speaking with Benka. When we finished the discussion, Benka showed no sign of leaving Toni's office. He indicated in a subtle but clear way that he would not leave first. This was not only bizarre, but also had something of an ugly edge to it. Although we had no idea what was going on, Toni and I acted quickly to undo the situation -- she by immediately announcing that she had work to do, and I by quickly leaving the room. Benka and I then spoke about feature articles for ten minutes or so at his office. That conversation consisted of me detailing for him all the progress I had made on a number of articles. The discussion was pleasant, throughout. However, when we finished talking, I walked toward Toni's office, and Benka followed me. He asked if I was going to Toni's office, and I said yes. He asked if he could come along. By that time he had already followed me most of the way to her office. I told him that she and I were in the middle of a conversation that we had started earlier in the day, and that it would take too long to fill him in on all the background. We discussed this briefly, and

he finally suggested that neither one of us go to Toni's office. I didn't say anything one way or the other, and he went back to his office. I noticed a box nearby containing copies of the latest issue of the magazine; I took one and went back to my office. Later, when Toni and I spoke on the telephone about the 50th anniversary issue, we began our conversation by trying, without success, to figure out our supervisor's mysterious and disturbing behavior earlier.

>

> Let me end this report with a bit of analysis: A ban on private conversations between coworkers cannot be announced formally. There are two reasons why.

>

> First, the managers want to put conversation limits only on those they see as the ring leaders. Their ban on questions at the DC retreat turned out to be like that, as did their subsequent gag orders. (Management's ring-leader theory is an insult to the rest of the staff, because it implies that when staff members resist management they do so not because of real problems in the workplace, but because an evil few have corrupted their minds and led them like children.)

>

> Second, the Physics Today workplace, like almost all workplaces in the United States, is authoritarian, not totalitarian: They manage your work but not the totality of your life (although when the workload is high there seems to be little difference). The exceptions are businesses operated by cults -- religious, political, New Age and so on. The Physics Today workplace is much more authoritarian than management promised it would be when they moved Benka into Lubkin's spot. It was supposed to become more democratic, with the editor becoming more like a coordinator or a department chair at a university. But while the Physics Today workplace can in principle become less authoritarian and more democratic, it can't become totalitarian, for many reasons: It wouldn't be able to compete with merely authoritarian employers in the labor market; it wouldn't operate as efficiently, because a large number of managers would be needed to monitor the staff; it wouldn't get much creative work out of employees under such conditions; higher management wouldn't allow the risk to AIP's reputation; and so on. Harris is certainly capable of taking totalitarian measures when he wants to, because he makes it his business to know as much as he can about each employee's personal situation, personal behavior, attitude, values, history and so on. But he can't make the conversation ban an official policy, because that would end up getting it knocked down officially.

>

> I don't think we can circulate a "rumor of safety" that will succeed in assuring staff members that they can safely engage in private conversations with coworkers -- even if the managers retract the ban indirectly by entering into the rumor mill a statement that there is no ban. People at the bottom of a hierarchical power structure have to take rumors of danger more seriously than rumors of safety. Therefore, unless management retracts the ban directly, the staff will be left with at least a "chill" on private conversations with coworkers, and many staff members will feel uncomfortable engaging in such conversations.

>

> I especially don't think we should tell our coworkers that they SHOULD worry about holding such conversations. It would be a big mistake to tell our coworkers that they should do what Benka wants, no matter how unreasonable, so that he doesn't get mad. In a good-cop/bad-cop scheme, the good cop gets the victim to stop resisting, by warning of what the bad cop might do. We shouldn't play that role.

>

> Management's desperate tactics are a sign of its weakness, but unfortunately people can get hurt in the process unless they stick together.

>
> Well, Graham, that's the end of my report. That Brighton Beach,
Wellington and other stuff sounds great in its own right, and all the greater,
of course, because of the sharp contrast provided by events here.

>
>Looking forward to your return, probably more than you are,

>
>Jeff

>
>

S 001046

From - Sat Feb 07 17:57:21 1998
Received: from plano.sff.net (plano.greyware.com [207.55.146.51])
by pol.wam.umd.edu (8.8.8/8.8.7) with SMTP id DAA19986;
Sat, 7 Feb 1998 03:44:25 -0500 (EST)
Received: from CISPPP (unverified [199.174.162.49]) by plano.sff.net
(EMWAC SMTPRS 0.83) with SMTP id <B0000152830@plano.sff.net>;
Sat, 07 Feb 1998 02:43:37 -0600
Message-Id: <3.0.5.16.19980207213734.3097004c@pop.sff.net>
X-Sender: gpc@pop.sff.net (Unverified)
X-Mailer: QUALCOMM Windows Eudora Light Version 3.0.5 (16)
Date: Sat, 07 Feb 1998 21:37:34
To: jak@interport.net (Jean A. Kumagai), tfeder@wam.umd.edu, jeff@wam.umd.edu,
lugenbold@juno.com
From: "Graham P. Collins" <gpc@sff.net>
Subject: Re: message from Jeff
Cc: gpc@sff.net
In-Reply-To: <v01530504b0ff43a0ee94@[207.237.104.169]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
Status:
X-Mozilla-Status: 0011
Content-Length: 3020

Sigh. The situation appears uglier and uglier.

At 10:22 AM 2/5/98 -0500, Jean A. Kumagai wrote:

>Graham and Toni,

>

>Jeff sent me this message on disk and asked me to forward it to you, as
his maryland account doesn't seem to be allowing him to upload files at the
moment. Paul has also seen it.

[...]

>>As proof, he pointed out that we usually don't run four feature articles
in the magazine. He then quickly changed the subject, realizing, I think,
that he has never revealed that his salary is tied to upping our output to
four articles per month.

<<<<<

Veery interesting.

>>>>>

By the way, over my objection (and over Bert's indication of support for my
objection), they are running four substantial feature articles in the March
issue, even though we have no backlog and no additional staff.

<<<<<

Idiots.

>>>>>

The other day Harris broke new ground in his privileging of advertising
over editorial by bringing his advertising manager to an editorial meeting
and letting the needs of advertising set the agenda. They forced the
meeting to make a big editorial decision after very little discussion, for
the sake of advertising. Warren objected strongly; Gloria called it
"bullying."

<<<<<

Ugh. What was the decision? What was the meeting?

S 001047

>>>>

[...]

Overall, Harris said that he wasn't inclined to give me much consideration, because of my organizing activity last year. And he mentioned your name here too, Graham, as another unforgivable transgressor. "You tried to get me fired," he said, speaking either about me alone, or about you and me, or about all those involved.

<<<<

Again, veeeery interesting.

>>>>

[...]

(That is ironic, because every May-issue meeting that Benka has been a part of has been a disaster. Virtually every member of the staff thinks that that issue has been badly mismanaged, and no one thinks that yet another meeting with Benka is the way to generate the ideas that the magazine desperately needs to salvage it.)

<<<<

Well, in theory GBL was supposed to be in charge of the 50th special issue. True, it's a fatally flawed theory....

>>>>

[...]

It would be a big mistake to tell our coworkers that they should do what Benka wants, no matter how unreasonable, so that he doesn't get mad. In a good-cop/bad-cop scheme, the good cop gets the victim to stop resisting, by warning of what the bad cop might do. We shouldn't play that role.

<<<<

Let me try to phrase my advice a different way.... I think we need to do what we can (within reason) to avoid confrontations with SB. Of course, that "(within reason)" brings in a value judgement that each of us has to make -- at what point does the avoidance become unreasonable. In any case, my main point is that it sounds like we need to consider SB to be "ill" as we individually make our decisions about how we respond to him. I don't guarantee that I'll be successful in carrying out my own advice in practice.

-- Graham

From: Stephen Benka
To: PT_ALL
Date: 11 Mar 1998 (Wed) 15:36

To all Pters,

We learned with surprise and sadness that Susan has resigned, effective immediately. We have no further details. She told me yesterday morning that she felt more woozy than she had on Monday, from the effects of her concussion, and was going back to the doctor. The only communication since then was her faxed resignation letter.

We appreciate your understanding and cooperation in continuing to move forward vigorously on the May issue without Susan's assistance.

--Steve

S 001049

From - Wed Apr 15 19:03:45 1998

Received: from m14.boston.juno.com (m14.boston.juno.com [205.231.101.193])
by po0.wam.umd.edu (8.9.0.Beta6/8.9.0.Beta6) with ESMTP id

AAA03221

for <jeff@wam.umd.edu>; Sat, 11 Apr 1998 00:39:19 -0400 (EDT)

Received: (from lugenbold@juno.com)

by m14.boston.juno.com (queuemail) id AvV24328; Sat, 11 Apr 1998 00:38:00 EDT

To: jeff@wam.umd.edu

Subject: Re: Performance Review

Message-ID: <19980411.010443.4631.0.Lugenbold@juno.com>

References: <s52e984c.036@acpgate.acp.org>

X-Mailer: Juno 1.38

X-Juno-Line-Breaks: 0-1,10-16,18-19,22-23,27-28,33-37

From: lugenbold@juno.com (Paul J Elliott)

Date: Sat, 11 Apr 1998 00:38:00 EDT

Status:

X-Mozilla-Status: 0015

Content-Length: 1922

Jeff,

I sent the following note to Charris--in North Carolina, of course--this evening (from PT, of course). I'm intent on holding to the schedule I've laid out. If you also plan to get in on the deadline, it may be a bit difficult for me to go first, as we discussed. It is more possible than probable that I will get my slam-dunk-Sbenka memo done by Monday, in that I really don't have enough time between now and then, Monday itself is likely to be a one of those Sbenka-on-the-loose days at PT (after all, it's closing day for the May issue), and Charris may well tarry to the south until Tuesday. I'll keep you informed of my progress, though.

Paul

Charles:

Melinda Underwood notified me today that next Wednesday, April 15, is this month's deadline for turning in performance reviews.

My opinion of the review that Steve Benka wrote on March 9 and handed to me late on March 12 has changed since I discussed it informally with you on March 13: I now find it even more objectionable.

Accordingly, I am preparing a memo to you that, I believe, makes a strong case for revising both the review and the score. My intent is to hand it to you no later than Tuesday, April 14, on the chance, slim as it may be, that this matter can be settled privately.

If you accept my argument, it should be possible to re-do the original in time to meet the AIP deadline. If you reject my argument, then I will take the time to expand my memo so that it will serve as a detailed response that Steve can attach to his original review for forwarding to Human Resources on Wednesday.

Will you be here and available on Tuesday?

Paul

S 001050

From: Judy Barker
To: sbenka, cday, pelliot, charris, wsk, glubkin, eplo...
Date: 5 May 1998 (Tue) 14:38
Subject: Support Staff

We are in the process of evaluating the support staff structure at PT. This survey is an opportunity for you to let us know your thoughts on this matter.

What needs do you currently have that are not being met?

Are there areas in which you feel more assistance from the support staff would make our operation run more smoothly?

Please respond by Thursday 8 May.

Thank you.

Judy and Rita

S 001051

From: Jeff Schmidt
To: JBARKER, RWEHRENB, PELLIOT, TFEDER, TGARY, CDAY, a...
Date: 5 May 1998 (Tue) 17:14
Subject: Support Staff -Reply

Hi Judy --

It is good to see that you and Rita are working to help make the office a better organized place. My suggestions for that are below. But first I will say that it is important always to point out that our support staff problems are not mainly due to poor organization. They are mainly due to simple understaffing. The situation has gotten much worse lately because we haven't created additional support staff positions to make up for the diversion of support staff from editorial work to advertising work and other revenue-producing work (such as the Buyers' guide, which was brought in-house and assigned to you when you were part of the support staff).

As far as the organizational aspect goes, I think it would be useful to have a list that shows who does what (and who backs up whom when whom is out sick or unavailable). The tasks could be categorized by type -- clerical, secretarial, editorial assistance -- but that is not necessary. Here are some examples:

Clerical work: photocopying, preparing FedEx labels, sending faxes, filing papers.

Secretarial work: getting photo permissions, paying for photos, requesting information from other organizations.

Editorial assistance: processing editorial material in late stages of production, obtaining material from libraries, small research and writing projects in support of the editorial effort.

Jeff

S 001052

Mail Envelope Information

Subject: Support Staff -Reply
Creation Date: 5 May 1998 (Tue) 17:14
From: Jeff Schmidt

Created By: ACP.AIP:JSCHMIDT

Recipients

Post Office ACP.AIP
BSCHWARZ (Bert Schwarzschild)
CDAY (Charles Day)
EPLOTKIN (Elliot Plotkin)
GLUBKIN (Gloria Lubkin)
JBARKER (Judy Barker)
JSCHMIDT (Jeff Schmidt)
PELLIOT (Paul Elliot)
RWEHRENB (Rita Wehrenberg)
TFEDER (Toni Feder)
TGARY (Tonya Gary)
WKORNBEB (Warren Kornberg)

Action

Delivered

Opened
Opened
Opened
Opened
Opened
Opened
Opened
Opened
Opened
Opened
Opened
Opened

Date & Time

5 May 1998 5:14 pm
6 May 1998 10:15 am
5 May 1998 5:17 pm
6 May 1998 5:56 am
5 May 1998 5:41 pm
6 May 1998 8:17 am
5 May 1998 5:16 pm
5 May 1998 6:51 pm
6 May 1998 9:15 am
6 May 1998 8:47 am
6 May 1998 9:39 am

Post Office ACP.apsdpost
GOODWIN (Irwin Goodwin)

Delivered
Opened

5 May 1998 5:15 pm
6 May 1998 3:17 pm

Post Office i
No More Status
jak

Transferred
5 May 1998 5:15 pm

Post Office i
No More Status
bgl

Transferred
5 May 1998 5:15 pm

Domain.Post Office

ACP.AIP
ACP.apsdpost
i
i

Delivered

5 May 1998 5:14 pm ACP.AIP
5 May 1998 5:15 pm ACP.apsdpost
i:interport.net
i:worldnet.att.net

Route**Files**

MESSAGE

Size

1381

Date & Time

5 May 1998 5:14 pm

Options

Auto Delete: No
Expiration Date: None
Notify Recipients: Yes
Priority: Normal
Reply Requested: No
Return Notification:
Send Mail Receipt when Opened

Concealed Subject:

No

Security:

Normal

To Be Delivered:

Immediate

Status Tracking:

Delivered & Opened

S 001053

From: Warren Kornberg
To: CDAY, SBENKA, GCOLLINS, PELLIOT, apsdpost.GOODWIN,...
Date: 6 May 1998 (Wed) 10:37
Subject: re: support staff--reply

I assume that Judy Barker's request re the support staff was part of an official assignment. In that regard, I endorse the general part of Jerff Schmidt's response, quoted below:

But first I will say that it is important always to point out that our support staff problems are not mainly due to poor organization. They are mainly due to simple understaffing. The situation has gotten much worse lately because we haven't created additional support staff positions to make up for the diversion of support staff from editorial work to advertising work and other revenue-producing work (such as the Buyers' guide, which was brought in-house and assigned to you when you were part of the support staff).

Warren Kornberg

S 001054

From: Jeff Schmidt
To: WKORNBER
Date: 6 May 1998 (Wed) 18:51
Subject: re: support staff--reply -Reply

Warren --

Thanks for sending out your message on the support staff shortage. I think it will have an effect. I understand that the support staff itself is pushing on the issue, too. One possibility is to convert Kris from temp to perm.

-- Jeff

CC: jschmidt

S 001055

Mail Envelope Information

Subject: re: support staff--reply -Reply
Creation Date: 6 May 1998 (Wed) 18:51
From: Jeff Schmidt

Created By: ACP.AIP:JSCHMIDT

Recipients

Post Office ACP.AIP
jschmidt CC (Jeff Schmidt)
WKORNBBER (Warren Kornberg)

Action	Date & Time
Delivered	6 May 1998 6:51 pm
Opened	6 May 1998 6:51 pm

Post Office i
No More Status
jak BC

Action	Date & Time
Transferred	6 May 1998 6:52 pm
	6 May 1998 6:52 pm

Domain.Post Office

ACP.AIP
i

Delivered	Route
6 May 1998 6:51 pm	ACP.AIP
	i:interport.net

Files	Size
MESSAGE	252

Date & Time
6 May 1998 6:51 pm

Options

Auto Delete: No
Expiration Date: None
Notify Recipients: Yes
Priority: Normal
Reply Requested: No
Return Notification:
Send Mail Receipt when Opened

Concealed Subject: No
Security: Normal

To Be Delivered: Immediate
Status Tracking: Delivered & Opened

S 001056

From - Mon Jun 29 18:39:47 1998
Received: from m14.boston.juno.com (m14.boston.juno.com [205.231.101.193])
by po2.wam.umd.edu (8.9.0.Beta6/8.9.0.Beta6) with ESMTP id
NAA19289;
Mon, 29 Jun 1998 13:41:30 -0400 (EDT)
Received: (from lugenbold@juno.com)
by m14.boston.juno.com (queuemail) id DGW7FY7B; Mon, 29 Jun 1998 13:35:50 EDT
To: gpc@sff.net
Cc: tfeder@wam.umd.edu, jak@interport.net, jeff@wam.umd.edu
Subject: Re: boneheads
Message-ID: <19980629.140404.4631.5.Lugenbold@juno.com>
References: <1.5.4.16.19980626182340.2df719b4@pop.sff.net>
X-Mailer: Juno 1.38
X-Juno-Line-Breaks: 0-1,4-5,7-9,14-17,19-20,27-28,38-39,42-43,52-53,
56-57,61-62,64-65,74-77
From: lugenbold@juno.com (Paul J Elliott)
Date: Mon, 29 Jun 1998 13:35:50 EDT
Status:
X-Mozilla-Status: 0011
Content-Length: 4240

HI GRAHAM,

THANKS FOR THE INDEPENDENT CONFIRMATION OF AIP'S NINCOMPOOPERY, BUT KEEP
IN KIND THAT THIS KIND OF DOCUMENTATION COULD RESULT IN ALL OF US BEING
BURIED UNDER TOO MUCH DATA.

On Fri, 26 Jun 1998 14:23:40 -0400 "Graham P. Collins" <gpc@sff.net>
writes:
Well, I've been paid for the June Web Watch, sort of.

Got a check from AIP that indicates that I worked 75 hours in the period
ending 7/4/98, earning \$500, from which they've withheld \$92.91 as taxes
etc. (Nothing is deducted for dental or health insurance -- I send a
check to AIP each month to maintain all that under COBRA.) (Yes, today
is 6/26/98, but the check is dated 7/2/98.)

Boneheads.

I TRUST YOU KNOW THAT AS A FREELANCER, YOU SHOULD NOT BE SUBJECT TO ANY
DEDUCTIONS, ESPECIALLY WEAR AND TEAR ON YOUR PSYCHE.

In other news, I've heard gossip that indicates Charris is under pressure
from Jim. Sort of, "enough talk, let's see some actual results by
such-and-such deadline" re various projects. You didn't hear it here.
Curious to hear if it matches any impressions at the office. Anyone know
if CH has found an assistant yet? Anything happening with my
replacement? Last time I checked, ptwww@aip.acp.org was still inactive
and bouncing mail.

STITH'S CURRENT MESSAGE TO THE PT PEONS IS THAT HE KNOWS THERE'S A
CLIMATE PROBLEM AT PT--AND THAT HE'S IN THE PROCESS OF FIXING IT.
IMPROVEMENTS WILL DEFINITELY BE MADE, SAYS OUR JIMMY, AND HE'S PROMISING
THAT THINGS WILL GET BETTER. ON THE OTHER HAND, HE PREFERS NOT TO SAY
WHAT TYHE CLIMATE PROBLEM IS. NOR WILL HE IDENTIFY THE IMPROVEMENTS TO
COME. BUT HE DID TAKE ME INTO HIS CONFIDENCE LAST WEDNESDAY AND TOLD ME
THAT HE HAS ASKED THE PT MANAGEMENT TO CREATE BOTH A SHORT-TERM PLAN AND
A LONG-RANGE PLAN FOR PT--AND THAT HE HAS DEMANDED THAT THE DOCUMENTS BE

GIVEN TO HIM "WITHIN THE NEXT SIX MONTHS." WHAT A MANAGER! AND I WONDER HOW CHARRIS IS BEARING UP UNDER ALL THAT PRESSURE. . . .

I REALLY DON'T UNDERSTAND WHY YOU'RE BOTHERING TO ASK ABOUT THE NEW HIRES TO REPLACE YOU AND CAROL; IT'S MUCH TOO SOON FOR EVEN CHARRIS AND SBENKA TO KNOW YET.

FOR ME, WHAT WAS SO SPECIAL ABOUT LAST WEDNESDAY WAS THAT IT WAS THE DAY ON WHICH I LEARNED A FAIR AMOUNT ABOUT JIM STITH--WHEN HE CALLED ME AND TOLD ME--GENTLY, QUIETLY, SMILINGLY, HALF-APOLOGETICALLY--THAT HE HAD DECIDED THAT THERE WAS NO REASON TO CHANGE SBENKA'S REVIEW OF MY WORK PERFORMANCE. WHEN PRESSED, HE AVOIDED EXPRESSING AN OPINION ABOUT THE MERITS OF MY WRITTEN ARGUMENTS BUT DID VOLUNTEER THAT HE'D DISCUSSED THE MATTER THOROUGHLY WITH SBENKA AND HAD REVIEWED SBENKA-PROVIDED DOCUMENTS--ALL OF WHICH HAD REVEALED TO HIM THAT THERE WERE "OTHER, ONGOING PROBLEMS" THAT SUPPORTED SBENKA'S RATING OF ME.

THE FOLLOWING DAY, JEFF WENT THROUGH ALMOST EXACTLY THE SAME PROCESS ONLY--BECAUSE HE IS NOT AS WISE AS I AM--HE LET THE SITHIFYING GO ON FOR TWO HOURS, WHEREAS I HAD EXCUSED MYSELF AFTER ONLY 82 MINUTES.

WE REALLY SHOULD CONGRATULATE PRODSKY ON HIS CHOICE OF A RIGDEN REPLACEMENT, FOR IT GIVES AIP A CLOSELY KNIT MANAGEMENT TEAM OF LIKE-MINDED--AND LIKE-UNPRINCIPLED--INDIVIDUALS WHO SEEM DESTINED TO LEAD THE ORGANIZATION INTO A BRAVE NEW WHIRLED.

KNOWING OF YOUR LURID INTEREST IN PT MATTERS, I'LL FOLLOW THIS NOTE WITH A COPY OF A NOTE I SENT TO THE OTHER THREE LAST WEEK.

AND HERE'S A BRIEF REVISION OF A KEY PART OF THAT NOTE, WHICH WILL MAKE MORE SENSE ONCE YOU SEE IT: RATHER THAN MARK THE GAME SQUARES WITH DROPPINGS, LET'S USE MANAGER DROPS INSTEAD--FROM A HEIGHT THAT WILL ENSURE THEY REACH TERMINAL VELOCITY (YES, I MAY SEEM TO HAVE CRIBBED THIS TECHNIQUE FROM THE ARGENTINIANS, BUT THEY USED IT IN SECRET IN THE 1970S OVER THE WATER AT NIGHT, WHEREAS WHAT I'M SUGGESTING IS MORE AKIN TO THE VERY PUBLIC METHOD USED BY THE ITALIAN AIR FORCE IN ABYSSINIA IN THE 1930S TO SEND A MESSAGE TO THE WATCHING TRIBESPEOPLE ABOUT THE PERILS OF FALLING OUT WITH THE CONQUERORS. .

PAUL

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S 001058

Received: from rac3.wam.umd.edu ((IDENT root)@rac3.wam.umd.edu [128.8.10.143])
by po4.wam.umd.edu (8.9.0.Beta6/8.9.0.Beta6) with ESMTP id

LAA03860;

Sat, 11 Jul 1998 11:25:08 -0400 (EDT)

Received: from rac3.wam.umd.edu ((IDENT sendmail)@localhost [127.0.0.1])
by rac3.wam.umd.edu (8.9.0.Beta6/8.9.0.Beta6) with ESMTP id

LAA08656;

Sat, 11 Jul 1998 11:25:07 -0400 (EDT)

Received: from localhost by rac3.wam.umd.edu (8.9.0.Beta6/8.9.0.Beta6) with SMTP
id LAA08651;

Sat, 11 Jul 1998 11:25:06 -0400 (EDT)

X-Authentication-Warning: rac3.wam.umd.edu: tfeder owned process doing -bs

Date: Sat, 11 Jul 1998 11:25:06 -0400 (EDT)

From: toni feder <tfeder@wam.umd.edu>

To: jeff@wam.umd.edu, lugenbold@juno.com, Jean Kumagai <jak@interport.net>

Subject: Re: score (fwd)

Message-ID: <Pine.SOL.3.95q.980711112315.7524B-100000@rac3.wam.umd.edu>

MIME-Version: 1.0

Content-Type: TEXT/PLAIN; charset=US-ASCII

Status:

X-Mozilla-Status: 0015

Content-Length: 3984

Sending this message to Jeff, Jean and Paul too. I was originally writing
to Graham, but the message evolved and grew, so here it is...

Toni

Hi Graham,

How about playing r-ball as soon after 6 as poss-- so I'll try to be in
the neighborhood by the time I call you. I won't be checking my e-mail (I
don't htink), but if that works for you, that'd be good. I'll fill you to
the extent I can on what was said about you. In some cases, I heard only
parts of a conversation. And in another case, CHarris went on and on, but
he was careful not to relaly give a view (he was comparing, sort of, your
and Erik's proposals for a computer column and candidate #3's ideas).

I think that "staff participation" in this hire was a complete sham. Only
those views that matched the managers' were considered -- others were
heard. I think that candidate #1 has been chosen, though that has not
been admitted, and that various qualittites were twisted and construed "not
bad" or "not possible to judge from so little info" if they were negative
and applied to #1, and others were construed as "bad" or at least
"dubious" if they were good and applied to candidate #2 or #3. Moreover,
they apparently knew that candidate #2 could begin no sooner than end of
December; this is a problem. So why did they invite this candidate? Why
not tell her she would be contacted the next time we have an opening, and
bring someone in who is not ruled out from the start?? (One can't help
but suspect is that candidate #2 was brought in simply because of her sex
and color, to satisfy the need to have brought in a non-white or a woman.)
Another example is the way candidate #2's eagerness to leave his current
position was used against him; another is that candidate #3 asked for too
high a salary (why not make a counteroffer, if we want her?); another is
the way condensed matter physics, candidate #1's field, is suddenly at a
premium. If that's so important (which it might be) why not include in

the job ad the preferred fields of expertise, and make an effort to bring in more people with that bg? My sense is that astronomy was shunned as not necessary, but that condensed matter physics-- which we could use, surely -- reached its premium value once candidate #1 came on the scene. Of course, the fact that my intuition tells me candidate #1 would not work well in a team (and, unsaid, that he will tone down truth to put a politically correct spin on things), was something one really can't tell from a lunch with so many people. I also think that all the worry about stressign out the candidates is absolute malarky. (is that right? more to the point: bullshit)

Anyway, I'm pissed at them for wasting my time. If they don't want my input, then they shouldn't waste my time.

One more thing I haven't told you yet-- Harris said to me, in connection with praising candidate #1, "but do we really want to clone Chas Day?" So, he knows what he 's doing! (ALthough he said in terms of physical body type.)

Okay, later.
Toni

P.S. Now I've decided to send this to the others. SO I'll add that I appreciated your comment, Jeff, that there was no interaction in the staff participation. I'm sorry I didn't back you up-- I wanted to, and was planning to point out publicly what I've already said to Steve, that there was no deadline given for returning comments on the editing tests, so it came as a surprise to me when I received the e-mail announcing the candidate's already-scheduled visits. Unfortunately, Harris managed to get off the subject quickly. And he sure wasted a lot of our time. I felt like I -- a couple of us -- were herding cats during that staff "meeting."

I also think it's stupid to decide on a candidate and then call references, as Steve said he plans to do, rather than doing things the other way around.

I could go on.... but I need to go out.

All for now,
Toni

S 001060

Received: from m14.boston.juno.com (m14.boston.juno.com [205.231.101.193])
by pol.wam.umd.edu (8.9.0.Beta6/8.9.0.Beta3) with ESMTTP id
NAA00401;

Tue, 14 Jul 1998 13:01:37 -0400 (EDT)

Received: (from lugenbold@juno.com)

by m14.boston.juno.com (queuemail) id DH5RAHZD; Tue, 14 Jul 1998 12:58:34 EDT
To: gpc@sff.net, tfeder@wam.umd.edu, jak@interport.net, jeff@wam.umd.edu

Subject: Good News, Boys and Girls

Message-ID: <19980714.132725.4631.1.Lugenbold@juno.com>

X-Mailer: Juno 1.38

X-Juno-Line-Breaks: 35-36,40-41,51-54

From: lugenbold@juno.com (Paul J Elliott)

Date: Tue, 14 Jul 1998 12:58:34 EDT

Status:

X-Mozilla-Status: 0005

Content-Length: 3768

What a day last Friday was, what with Uncle Charlie and Uncle Stevie launching Operation Lotus Leaf (think of Tennyson). First, Uncle Charlie was nice to Cousin Toni. Then he and Uncle Stevie sprang for a leisurely and Chinese lunch, during which they evidently let the munchers natter on while they focused on evaluating the three candidate adoptees. Then, that evening, Uncle Charlie generously spent time--too much time--being nice to me, and explaining how much better things are now that one of the major "centers of disturbance" has been removed (namely Carol) and we have more support staff and he has Sharon. He was also thoughtful enough to repeat most of the detailed personal anecdotes he'd told me in March, just in case I'd forgotten, and to sort of respond amiably to a snippy e-mail message I'd sent him in April. Uncle Charlie also tried to cheer me up by telling me of his plans to find new work for Cousin Gloria, consisting of her doing a book on PT's first 50 years for Springer-Verlag and then doing a comprehensive index for that half-century, while her role at PT (and her charge to the PT budget) would be reduced to having responsibility only for "Reference Frame." In addition, perceptive fellow that he is, he volunteered that Uncle Stevie still had some "unresolved issues" to discuss with with me (and he was kind enough not to challenge me when I responded by saying that I had no such issues to settle with Uncle Stevie). And Uncle Charlie seemed guardedly pleased to report that Cousin Jean was now at least acknowledging his presence when she was in College Park. Finally, as evening gave way to night, and having heard me budge not a nanometer on the soundness of my rebuttal of Uncle Stevie's annual review of my work performance, Uncle Charlie generously volunteered to read my full response--for the first time. When I asked him why he wanted to do that, he paused and said, "I don't know." I complemented him on his honesty, knowing full well that he was merely still undecided on how he would be able to manipulate the situation to his advantage. We agreed to talk again on July 20. I am certain that there will be no breath holding between now and then on his part or mine. On the other hand, an amazing coincidence occurred early yesterday evening, shortly after I found Sharon's e-mail message about "the next staff meeting": Uncle Stevie wandered by and said--in his standard false-friendly mode--that he'd like to talk with me in the next couple of days about some issues that concern him.

I can't wait until Operation Lotus Leaf really gets rolling--and I don't intend to. But I'll let you know what happens when I chat with Uncle Stevie--and also tell you more of what Uncle Charlie had to say last week.

S 001061

Right now, I'm concentrating on trying to perfect a new recipe, more or less as the antidote to the best of PT featured in the May issue. It's a kind of sausage, consisting of finely minced back issues combined with rancid pork fat, broken promises, falsehoods, and hot air--all stuffed into a manager's intestine and simmered for several hours in hot water. I call it peeteeworst. (I also admit to having borrowed the basic idea from Dieter Roth, a remarkable but little-known-in-America European artist/provocateur who once created a "Literaturwurst"--and drafted his own epitaph, which reads something like "Here lies the carcass of a man who didn't know who he was or where he was going.")

Paul

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Received: from m14.boston.juno.com (m14.boston.juno.com [205.231.101.193])
by po2.wam.umd.edu (8.9.0.Beta6/8.9.0.Beta6) with ESMTP id
OAA06185;

Sat, 18 Jul 1998 14:24:44 -0400 (EDT)

Received: (from lugenbold@juno.com)
by m14.boston.juno.com (queuemail) id DJF7N35X; Sat, 18 Jul 1998 14:22:30 EDT
To: gpc@sff.net
Cc: tfeder@wam.umd.edu, jak@interport.net, jeff@wam.umd.edu
Subject: Re: decision
Message-ID: <19980718.145126.4631.4.Lugenbold@juno.com>
References: <1.5.4.16.19980717161905.2d4fd506@pop.sff.net>
X-Mailer: Juno 1.38
X-Juno-Line-Breaks: 6-9,11-12,14-15,21-22,24-25,29-32,36-37,39-43
From: lugenbold@juno.com (Paul J Elliott)
Date: Sat, 18 Jul 1998 14:22:30 EDT
Status:
X-Mozilla-Status: 0015
Content-Length: 2239

On Thursday, inspired by having spent a semi-edifying hour late on Wednesday in the presence of a chunk of that dense but flabby substance known as Sbenkapok, I made my latest decision: Defer resigning until either (a) I complete my newly designed project in which I'll take my bigger and better case to Charis on Monday (if he's ready), and then, sequentially, to Stiff, Prodsky, and the AIP Governing Board, or (b) I grow weary of the endeavor and give in to other, non-AIP temptations.

"Bigger and better" for several reasons:

(1) My use of words on paper to record what has been happening, based on the principle of conversation followed by confirmatory memo.

(2) My getting chummy with H. R. Brawn, who's already been candid with me and seems displeased with Sbenka and Stiff at a minimum.

(3) My increased emphasis on the implication of AIP's decision to send Sbenka back to management school (it'll be mandatory for him to learn, among other things, how to conduct performance reviews, Brawn told me)--namely that the same well-manifested incompetence that is compelling AIP to get Sbenka schooled is reason enough for AIP to invalidate the incompetent reviews he has conducted. (Yes, not just mine.)

(4) My determination to push my adversaries to tell me why they did or did not do what they did and didn't do.

(5) My willingness to continue operating in a hostile environment without fear of being fired, my mantra being drawn from a fine old proverb that says (more or less) "He who tells the truth must have one foot in the stirrup." Hi ho Silver!

Cousin Paul

(G: When you're done writing about the expanding universe for "IEEE Spectrum." what about drawing on that to write a piece on spec about the expanding Sbenka? I could arrange to have it shipped in to PT electronically and anonymously)

On Fri, 17 Jul 1998 12:19:05 -0400 "Graham P. Collins" <gpc@sff.net>

writes:

>So, have you resigned?

>

>-- Graham

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Or call Juno at (800) 654-JUNO [654-5866]

From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx4.boston.juno.com (mx4.boston.juno.com [207.205.100.53])
by m4.jersey.juno.com with SMTP id AAA5P42MNAZB3KCJ
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Wed, 3 Mar 1999 11:21:00 -0500 (EST)
Received: from wilson.acpub.duke.edu (wilson.acpub.duke.edu [152.3.233.69])
by mx4.boston.juno.com (8.8.6.Beta0/8.8.6.Beta0/2.0.kim) with ESMTP id
LAAAA07522;
Wed, 3 Mar 1999 11:20:59 -0500 (EST)
Received: from wam.umd.edu (async249-114.async.duke.edu [152.3.249.114])
by wilson.acpub.duke.edu (8.8.5/Duke-4.6.0) with ESMTP id
LAA01766;
Wed, 3 Mar 1999 11:20:55 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: Jeff Schmidt <jeff-schmidt@juno.com>
Cc: gpc@sff.net, lugenbold@juno.com, jak@interport.net
Date: Wed, 03 Mar 1999 11:23:48 -0500
Subject: Re: E-mail address / exit Chuckie
Message-ID: <36DD61E7.756C72B1@wam.umd.edu>
References: <19990303.024535.14423.0.jeff-schmidt@juno.com>
X-Status: Replied
X-Mailer: Mozilla 4.04 (Macintosh; I; PPC)

HERE ARE THE NOTES I TOOK AT A MEETING CALLED BY STEVE THIS MORNING.
TYPOS AND ALL, BUT THOUGHT YOU MIGHT BE INTERESTED....
---TONI

SB:
all of you have known news of Harris longer thani have...

it's schoking to say the lest...just had afarily longtalk with
jimstith...

i kept asking why. and by wayof answer, he said, charles, not charles,
but upper management, governming board, hadlost confidence in charles'
leadership. when someone asks him aquestion, heanswersit. when someone
asks charles a question, it's followed by 8-12 more questions.

we all know charles has his exasperating side. the big crucial
different, we accepted that's charles... he's done a lot for this
magazine.... other parts of aip, were not able to deal with charles as
charles.... it was an accumulation of things over time, i don't know
what the precipating event was... but finally, decision was made that
hewasntb eing effective wtihin aip. but what he did with and for us was
tremendous,... lost the confidence ofthose above him.... at other
levels...

asked to leave.. that's everything jim told me. it's more thananyone
else has

jim for the very short term is going to be taking over day today, with
sharon helping... jim is almost certainly going to bring in an interim
publisher... he knows someone whodoes that...whiel aip conducts a
natinall search...

charles couldn't mesh... i told him i thought itwas horrible, the way it
wasdone. i thought it wasabsolutely horrible... i'd be happy to answer

questions...

did stith respond? he was quiet... i think jim is having a hard time reconciling... my gut feeling about it... i think his moer or less official... was i can understand..

i asked him about precipiating events.. he indicated that charris had put in a lot of work for 5-year plan for tip, and when he presented it to governing committee... they wouldn'd have any of it...

Steve, did you get the imporession it was more impression, more aip people or governing board (BGL); I don't know the answer to that, Barbara. Jim indicated that Charles had lost credibiliy across the board, up and down the line.

Jim raised the poss of doing w/o a publisher. i advised against it.

why (bgl)?

aip doesn't ahve expertise.. we on editorial side, doen't have that expertise... i don't know.. we need one... having managemnet act as publisher was a mistake... antoher thin jim said to me, charles was an outstanding publisher... not performance related...

i did ask about embezzlement... jim assured meit was nothing like that...

appropriate for us to suggest names (Bert)? sure, says steve...

jim assured me he had no intention of meddling with the editorial side of the magazine...

steve did call him.. he said it was fine... (harris);

for next however long, go through the motions, eventually we will do our jobs again...

is aip her thing jijm mentioned: ever present morale problem.. he wobbled... i asked him what do you think this will do to moral..

i told him that thsi position for mag is difficult, i told him, look to aip... i said if you want to look for cause of moral issues, i'd start there (aip); but i think that jim was sincere in saying chalres was ever realy belong to aip... and way short of justifying what happened.

BGL: don't know if that's a compliment.

SB: id ont' want to deal with the mnmt...

BGL-- i feel we are too top heavy... what we need is peple in the trenches... better to get someone in managening editor than a publisher...

SB: the difficulty i see, talking off top of my head, publisher needs to integrate everything, not even all under PT:

Jim took responsibility for hte decision; whether he / i don't htink he did it on his own. i don't believe it was at his own instigatin, my

prejudice.... (SB).

until we learn more about what happens next, keep doing what we already do so well...

p.s.: i mentioned that jean or i will do a brief on this. steve suggested more than a brief might be warranted... i said no, i didn't think we'd get enough info, nor that harris or aip would want it broadcast. and also that the readership is probably not that interested. agreed.

i also thanked steve for calling hte meeting-- and discussing things with staff as a group. gloria concurre...

S 001067

From: Stephen Benka
To: PT
Date: Fri, Oct 15, 1999 2:45 PM
Subject: Publisher

We have a new publisher!

Randy Nanna will be joining AIP on 15 November 1999, as the publisher of Physics Today, The Industrial Physicist, and other magazine endeavors.

He has a very strong background in publishing magazines. From 1988-1998 he was pushing magazines for The Thomson Corporation, Reed-Elsevier, and Cahner's. Prior to that, he had five years advertising sales experience. Presently, he is vice-president, account management at Physicians Works Communications Group, and wanted to get back into publishing.

We hope that all of you will make him feel at home here at AIP.

Steve Benka
Jim Stith

CC: Abby Klar, Jeff Bebee, Richard Kobel

S 001068

From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx2.jersey.juno.com (mx2.jersey.juno.com [209.67.33.111])
by m4.jersey.juno.com with SMTP id AAA6DMRUUAJJBES
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 19 Nov 1999 16:17:06 -0500 (EST)
Received: from mx3.boston.juno.com (mx3.boston.juno.com [205.231.100.53])
by mx2.jersey.juno.com with SMTP id AAA6DMRUUAE4WLX2
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 19 Nov 1999 16:17:06 -0500 (EST)
Received: from eddings.acpub.duke.edu (eddings.acpub.duke.edu [152.3.233.76])
by mx3.boston.juno.com with SMTP id AAA6DMRUTAZHZLEA
(sender <tfeder@wam.umd.edu>);
Fri, 19 Nov 1999 16:17:05 -0500 (EST)
Received: from wam.umd.edu (async249-170.async.duke.edu [152.3.249.170])
by eddings.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id QAA23910;
Fri, 19 Nov 1999 16:17:02 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: Jeff Schmidt <jeff-schmidt@juno.com>, Paul Elliot <lugenbold@juno.com>
Date: Fri, 19 Nov 1999 16:19:24 -0500
Subject: notes
Message-ID: <3835BEDA.817593D2@wam.umd.edu>
X-Status: Replied
X-Mailer: Mozilla 4.04 (Macintosh; I; PPC)

Hello Jeff and Paul,
Below are my notes from my conversation with Randy Nanna. Thought you might be interested.
Toni

Randy Nanna 19.11.99

TF: what's your job?

RN: tough one. i guess, publisher, as i envision it-- facilitator, buck stops at this office. if problems, or kudos come to this office. kind of product manager, using marketing term. the guy or gal who makes sure that everyone can do job efficiently and well, and not to get in anyone's way. more marketing than editorial... though publishers can get involved in everything. my bg is in medical and biotech publishing. no science publishing. learned to spell "physics" -- always thought it was with in "f."

TF: Will you be involved in managing people and editorial?

RN: not in editorial, but i do feel like i'd like to be involved in helping the editorial staff interact and be managed, within dept. i don't see myself getting involved in day to day issues,,, you have got a lot of good competent

colleagues. my job will be on business sides...

magazine redesign/ then we talk about it, and we decide if we want...

i'm not smart enough to be good at a job for noone ... i'm more hands on publisher... than my predecessor. i'll try my best to ... /

RN: one thing... would be more advertising... then we could run more articles... either freelance or

publisher... have to find advertising...

medical-- some medical magazines have lost some advertising...

open door, fyi, not strictly concerned with hierarchy kind of guy... doesn't hesitate to send me an e-mail....

From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx1.jersey.juno.com (mx1.jersey.juno.com [209.67.33.54])
by m4.jersey.juno.com with SMTP id AAA6DPS45AR6N7RA
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Sat, 20 Nov 1999 10:50:51 -0500 (EST)
Received: from eddings.acpub.duke.edu (eddings.acpub.duke.edu [152.3.233.76])
by mx1.jersey.juno.com with SMTP id AAA6DPS45AMUJ8AS
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Sat, 20 Nov 1999 10:50:51 -0500 (EST)
Received: from wam.umd.edu (async251-63.async.duke.edu [152.3.251.63])
by eddings.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id KAA21665;
Sat, 20 Nov 1999 10:50:43 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: jeff-schmidt@juno.com
Date: Sat, 20 Nov 1999 10:52:26 -0500
Subject: more on nanna
Message-ID: <3836C3EE.BACBFC09@wam.umd.edu>
X-Status: Read
X-Mailer: Mozilla 4.04 (Macintosh; I; PPC)

btw, in addition to what i wrote you and jeff, i also told nanna that
communications at the mag are poor- and gave as an example the first corp ass
meeting i attended, in 1996, and that fact that i learned only days before the
meeting that about 6 of my pt colleagues would be attending the meeting too.
[i wanted it to be clear that the poor communication has nothing to do with my
being off-site]

he, btw, lives in nj, i think, and plans to stay there until his younger son
finishes highschool.

S 001071

From: Jeff Schmidt <jeff-schmidt@juno.com>
Received: (from jeff-schmidt@juno.com)
by m4.jersey.juno.com (queuemail) id ERVW5SJJ; Sat, 20 Nov 1999 13:34:47 EST
Return-path: jeff-schmidt@juno.com
To: tfeder@wam.umd.edu
Cc: jeff-schmidt@juno.com, lugenbold@juno.com
Date: Sat, 20 Nov 1999 13:34:47 EST
Subject: Re: notes
Message-ID: <19991120.133752.12775.0.jeff-schmidt@juno.com>
References: <3835BEDA.817593D2@wam.umd.edu>
X-Status: Replied
X-Mailer: Juno 1.49
X-Juno-Line-Breaks: 0-1,3-4,7-8,17-18,20-26

Hi Toni,

Thanks for the detailed report on your meeting with Nanna. I always like the way you use your journalism skills for this sort of thing.

You covered a lot of important basic issues with Nanna, and so I can focus on other stuff in my discussion with him Tuesday at 2 pm -- if I can think of anything, that is.

I had been planning to ask him what his vision is for the magazine, but I can see from your notes that he doesn't really have anything interesting to say along those lines. In planning to ask him that question, I felt that I had to be prepared to come up with some sort of answer if he turned the question around on me. Maybe I would say, but in milder language, that the magazine should promote democracy by being a forum for the widest possible range of points of view -- rather than a vehicle for the physics establishment to transmit the party line to rank-and-file physicists.

I think Jean might be interested in your Nanna notes even though she is on her way out. May I send a copy to her?

Jeff

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Try Juno Web: <http://dl.www.juno.com/dynoget/tagj>.

S 001072

From: Jean Kumagai <jak@interport.net>
Received: from mx3.jersey.juno.com (mx3.jersey.juno.com [209.67.33.53])
by mx4.jersey.juno.com with SMTP id AAA6DU24AAF6A7AS
for <jeff-schmidt@juno.com> (sender <jak@pop.interport.net>);
Mon, 22 Nov 1999 10:37:36 -0500 (EST)
Received: from mx1.boston.juno.com (mx1.boston.juno.com [205.231.100.51])
by mx3.jersey.juno.com with SMTP id AAA6DU24AADH7FJ2
for <jeff-schmidt@juno.com> (sender <jak@pop.interport.net>);
Mon, 22 Nov 1999 10:37:36 -0500 (EST)
Received: from amsterdam.interport.net (amsterdam.interport.net [199.184.165.19])
by mx1.boston.juno.com with SMTP id AAA6DU239A2SB87A
for <jeff-schmidt@juno.com> (sender <jak@pop.interport.net>);
Mon, 22 Nov 1999 10:37:35 -0500 (EST)
Received: from [209.122.225.81] (209-122-225-81.s81.tnt1.nyw.ny.dialup.rcn.com
[209.122.225.81])
by amsterdam.interport.net (8.8.5/8.8.5) with SMTP id KAA09028
for <jeff-schmidt@juno.com>; Mon, 22 Nov 1999 10:37:31 -0500 (EST)
Return-path: <jak@pop.interport.net>
To: "Jeff Schmidt" <jeff-schmidt@juno.com>
Date: Mon, 22 Nov 99 10:36:57 -0500
Subject: Re: The interviews with Nanna
Message-ID: <199911221537.KAA09028@amsterdam.interport.net>
X-Status: Read
X-Mailer: Claris EMailer 1.1

Hi Jeff,

Thanks for that excellent description of the Nanna/Squires lunch. (Had I thought of it, I would have sent you to my farewell lunch in my place and just had you report back. True, seeing Benka squirm was fun, and I wish I had picked up on your comment before I said whatever it is I said -- something stupid about the managing editor at Spectrum handling the day-to-day operations.) I was amused by Squires' comment that he's gotten more interested in physics -- interested enough to start watching more physics-related TV but apparently not enough to start reading Physics Today. Maybe the reason these official lunches are so awful is that eating and verbal butt-kissing are intrinsically incompatible activities.

Yes, I am being included in Nanna's staff "chats." I speak to him today (Monday) at 1 pm. I plan to tell him that I quit because despite being a very good writer and editor, I was actively discouraged by management from developing those skills and was forced to continue doing menial tasks, despite my repeated requests over many years to be relieved of them. I'll also say that I quit because I was disgusted by management's repressive policies and actions, which have resulted in magazine's lack

S 001073

of editorial independence and the staff's lack of enthusiasm for their work (i'll mention that very few staff members actually read the magazine, except when they have to). I might mention that other managers at AIP also maintain "open door" policies, but very few people take advantage of them because they know that there's usually a penalty for speaking openly.

if you think of anything else I should say, let me know.

thanks (in advance) for letting me use the L/N account. I will continue to use my MD account until they cut me off, at which point I'll let you know that I am switching to yours.

I was talking to Madhusree yesterday about her book proposal and it seems that her second (or maybe third) agent is no longer returning her calls. She's pretty fed up -- she has now rewritten the proposal several times to suit her various agents' tastes, but they haven't even come close to finding a publisher. I suggested that she just do without the agent, write up the proposal to her satisfaction and then start shopping it around. It occurred to me that Madhusree might benefit from joining the NWU and talking to your NWU buddy in DC, or maybe somebody here in NY. What do you think?

Jean

From: Jean Kumagai <jak@interport.net>
Received: from mx1.jersey.juno.com (mx1.jersey.juno.com [209.67.33.54])
by m4.jersey.juno.com with SMTP id AAA6DVGZQAYW4G5A
for <jeff-schmidt@juno.com> (sender <jak@pop.interport.net>);
Mon, 22 Nov 1999 14:35:10 -0500 (EST)
Received: from amsterdam.interport.net (amsterdam.interport.net [199.184.165.19])
by mx1.jersey.juno.com with SMTP id AAA6DVGZPAZ6YK32
(sender <jak@pop.interport.net>);
Mon, 22 Nov 1999 14:35:09 -0500 (EST)
Received: from [209.122.226.221] (209-122-226-221.s475.tnt1.nyw.ny.dialup.rcn.com
[209.122.226.221])
by amsterdam.interport.net (8.8.5/8.8.5) with SMTP id OAA19567;
Mon, 22 Nov 1999 14:34:59 -0500 (EST)
Return-path: <jak@pop.interport.net>
To: "Jeff Schmidt" <jeff-schmidt@juno.com>,
"Toni Feder" <tfeder@wam.umd.edu>,"Paul Elliott" <lugenbold@juno.com>
Date: Mon, 22 Nov 99 14:34:23 -0500
Subject: notes from Nanna
Message-ID: <199911221934.OAA19567@amsterdam.interport.net>
X-Status: Read
X-Mailer: Claris EMailer 1.1

Hello People,

I just got off the phone with Randy Nanna. Here's what we talked about:

-- He opened by saying "This will probably be the most honest interview I have with the staff."

-- He then asked me what I thought about my time at Physics Today. I told him that there are some chronic problems at the magazine, as he no doubt has heard or will hear from other people. (He replied that he had heard from several people about problems existing "over the years" but hadn't heard they were "chronic". whatever.) One problem, I said, which is really more of a symptom, is poor staff morale. I said that if he asked, he'd probably hear from at least some people that there is no morale problem, but that that's just wishful thinking. I told him that the poor morale is partly a result of people not feeling they are part of the magazine -- and that in turn is related to their being discouraged from having ideas and viewpoints that differ from the managers'. I said the easiest way to get along at the magazine is to keep your head down and focus very narrowly on your assigned tasks and not bring up larger issues at the magazine. There's very little open exchange of ideas among the staff. (At that point, Nanna said, That's not good! It's very disturbing to hear that there's not lively communication among the staff. That's

certainly going to hamstring us when we want to communicate with our readers.) I said poor communication is certainly a problem, but openness is a bigger problem.

-- I told him that there was a penalty for speaking openly, and I mentioned Benka's comment to me about "nothing left to lose" and his attempt to ban private conversations among staff members. (Nanna said, well, that's just ridiculous.) I mentioned that one editor was told not to do or say anything "counterproductive" although "counterproductive" was not defined, and that that and other actions had had a chilling effect on the staff. (Nanna's response: "So what I think you're saying is that there's a tendency to be overbearing, at least initially." To which I responded, overbearing, yes. initially, no. In fact, Benka has gotten worse over time, not better.) I told Nanna if he wants the staff to speak freely, he has to remove the barriers that currently prevent them from doing so.

-- I forgot to mention that nobody at the staff reads the magazine. Darn.

-- I said that the relationship between AIP's upper management and the magazine is a little too tight. (Nanna said, "I don't think I understand what you mean.") I said that other publications that are put out by nonprofits -- The NYAS's The Sciences and IEEE's Spectrum, for example -- manage to maintain editorial independence and they are decent magazines as a result. The editors of those publications fiercely guard their editorial independence because it's the only way they can preserve their journalistic integrity, but, I said, I've never seen any indication that Steve Benka even understands that concept; Harris understood the concept, but never did much about it. AIP upper management has way too much influence over the magazine, to the magazine's detriment. So, I told Nanna, you'll have to decide if that's something you want to tackle. (Nanna's noncommittal response: "I've worked with and for associations in the past, and I know that the politics can be worse than in real businesses, and that had frankly concerned me when I interviewed for the job.")

-- Nanna wrapped up the conversation by saying that he's not the kind of guy who comes in and makes radical changes in the first 15 minutes and demands that people do what he says just because "I'm me and you're not." (I said, Yeah, respect has to be earned. To which he said, "But it also has to be given -- there has to be mutual respect.")

That's about it. He congratulated me on my new job and I wished him good luck in his.

-- Jean

S 001077

From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx2.jersey.juno.com (mx2.jersey.juno.com [209.67.33.111])
by m4.jersey.juno.com with SMTP id AAA6HG2UTAL72TEJ
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Wed, 5 Jan 2000 10:25:05 -0500 (EST)
Received: from mx5.boston.juno.com (mx5.boston.juno.com [205.231.100.55])
by mx2.jersey.juno.com with SMTP id AAA6HG2UTAENL782
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Wed, 5 Jan 2000 10:25:05 -0500 (EST)
Received: from eddings.acpub.duke.edu (eddings.acpub.duke.edu [152.3.233.76])
by mx5.boston.juno.com with SMTP id AAA6HG2UNAQW7H9A
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Wed, 5 Jan 2000 10:25:00 -0500 (EST)
Received: from wam.umd.edu (async249-115.async.duke.edu [152.3.249.115])
by eddings.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id KAA25550;
Wed, 5 Jan 2000 10:24:56 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: Jeff Schmidt <jeff-schmidt@juno.com>
Date: Wed, 05 Jan 2000 10:26:37 -0500
Subject: help
Message-ID: <387362A3.16999A6C@wam.umd.edu>
X-Status: Replied
X-Mailer: Mozilla 4.04 (Macintosh; I; PPC)

Hi Jeff,

To date, 4 letters have come in criticizing Jean's article on Kansas (Nov 99). I reviewed them, and rec'd 3 be published, on rejected (only because it's contents overlapped with the others). Steve wanted to reject all of them, for reasons such as "this attacks Jean too much," and "this would be embarrassing to have in our pages." He had Chas review them, and along with Chas's review (which is more like a new letter to the editor), left a note on Paul's desk that says: Paul, We'll now reject all of these letters.

I'd still like to see them published. I'd appreciate your comments on the note I drafted (below) -- both in terms of wording and if you can think of other strong arguments to add. Let me know if you want me to fax the letters and/or Chas and Steve's reviews of them.

Thanks!
Toni

S 001078

5 January 2000 Toni Feder (again) on the letters Physics Today has received regarding Jean's November 1999 story on Kansas teaching requirements.

I earlier reviewed 4 letters, suggesting that three be published. Steve and Chas disagree, and feel that all should be rejected. All of the letters disagree with Jean's article, and are basically pro-Creationist. I still feel strongly that we should publish letters -- or at least discuss the issue among the wider staff -- on this the topic, and here's why:

1. We published a story on the teaching of evolution/creationism in Kansas, so I think we should publish responses from our readers. Whereas the story has Physics Today's "stamp of approval"; readers' letters are just that, and don't say anything about the magazine's views (and thus needn't be an embarrassment to the magazine). Letters are meant to be a forum for discussion. Let's let our readers discuss this issue.
2. These letters are very likely to stimulate other letters; people generally are quicker to go to their keyboards when they disagree, which is why we haven't yet heard from anyone praising Jean's article. If we publish the "pro-Creationist" letters, we will probably hear counterarguments to the current letters' assertions that evolution is not a well-founded theory.
3. Chas wrote in his comments that pro-Creationists should say why evolution is wrong; I'd say, let's give others a chance to comment on their assertion.
4. It's interesting to know that we have readers who think this way -- not very typical (I imagine) for physicists.
5. I propose that all interested staff members should be invited to discuss the letters, and what to do with them.

From: Jeff Schmidt <jeff-schmidt@juno.com>
Received: (from jeff-schmidt@juno.com)
by m4.jersey.juno.com (queuemail) id EVMEMYVS; Wed, 05 Jan 2000 23:15:24 EST
Return-path: jeff-schmidt@juno.com
To: tfeder@wam.umd.edu
Cc: jeff-schmidt@juno.com
Date: Wed, 05 Jan 2000 23:15:24 EST
Subject: Re: help
Message-ID: <20000105.231620.12359.0.jeff-schmidt@juno.com>
References: <387362A3.16999A6C@wam.umd.edu>
X-Status: Read
X-Mailer: Juno 1.49
X-Juno-Line-Breaks: 0-1,10-11,17-18,25-36,39-40,51-52,65-66,76-77,80-81,87-88,90-94

Hi Toni,

I agree with you about publishing the letters, and I like your arguments for doing so. I don't have much to add to them; I've made some suggestions [in brackets] below. My suggestions are minor, and so whether or not you follow them you are free to add my name to the result or to say publicly or privately that I agree with you. We should find out if Paul is willing to do that, too. He's so fed up with the job that the only thing left for him to fear should be fear itself -- and I think it is about time that he fear that. And how about Rich F.? I think it would be a big mistake not to give him the chance to participate, too.

I wouldn't mind looking at the letters and the comments of Chas and Benka, but I don't need to do that before what I said above takes effect. I don't plan to be in the office until Monday 10 January 2000, and so the best way to send me the material is by Priority Mail (two-day delivery) or FedEx Standard Overnight or something like that. Fax is not convenient.

If I get the letters and a copy of your more-or-less finished note in time, I'd be willing to ask Rich on Monday if he wants to contribute to the effort. I discussed the letters with Paul a few days ago, and I think he said that he favors publishing them. But, as with most professionals, and as we know from past experience with this one in particular, the step from privately professed belief to action is a very frightening one for him, and I leave the follow-up to you.

Jeff

Jeff Schmidt
3003 Van Ness Street NW #W406
Washington, DC 20008-4824

5 January 2000

S 001080

Toni Feder (again) on the letters Physics Today has received regarding Jean's November 1999 [replace "Jean's November 1999" with "the November 1999 Physics Community"] story on Kansas teaching requirements.

I earlier reviewed 4 [change "4" to "four"] letters, suggesting that three be published. [Add parenthetical sentence: "(The contents of the fourth letter overlapped with the others.)"] Steve [to whom is this note addressed?] and Chas disagree, and feel that all [add: "four letters"] should be rejected. All of the letters disagree with Jean's [change "disagree with Jean's" to "criticize the"] article, and are basically pro-Creationist [drop "pro-" and use lower-case c]. I still feel strongly that we should publish letters -- or at least discuss the issue among the wider staff -- on this the topic, and here's why: [rearrange words like this: "...should publish letters on this topic, or at least discuss the issue among the wider staff, and here's why:"]

1. We published a story on the teaching of evolution/creationism in Kansas, so I think we should publish responses from our readers. Whereas the story has Physics Today's "stamp of approval"; readers' letters are just that, and don't say anything about the magazine's views (and thus needn't be an embarrassment to the magazine). [not true, actually, and that's why Benka doesn't want to publish them; publishing a letter is a level of endorsement; it is a statement by AIP that the point of view expressed is legitimate, although not necessarily correct; so I'd delete the entire sentence beginning with "Whereas," and replace it with this: "Publishing a letter has never meant that the magazine views its contents as correct."] Letters are meant to be [change "are meant to" to "should"] a forum for discussion. Let's let our readers [change "our readers" to "the physics community"] discuss this issue.
2. These letters are very [drop "very" so as not to overemphasize the provocativeness of the letters, which is what scares Benka] likely to stimulate other letters; people generally are quicker to go to their keyboards when they disagree, which is why we haven't yet heard from anyone praising Jean's [change "Jean's" to "the"] article. If we publish the "pro-Creationist" [drop "pro-" and use lower-case c] letters, we will probably [replace the rest of the sentence with: "receive some well-stated counterarguments that our readers will appreciate and even find useful -- "news you can use.""] hear counterarguments to the current letters' assertions that evolution is not a well-founded theory.
3. Chas wrote in his comments that pro-Creationists [drop "pro-" and use lower-case c] should say why evolution is wrong; I'd [change "I'd" to "I"] say, let's give others a chance to comment on their assertion.
4. It's interesting to know that we have readers who think this way -- not very typical (I imagine) for physicists. [replace sentence with: "This small segment of the physics community represents a more sizeable segment of the population as a whole and should not be banned from the pages of Physics Today. Besides, our readers will be interested to know that some members of the physics community think this way."]
5. I propose that all interested staff members should [drop "should"] be invited to discuss the letters, and what to do with them.

From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx1.jersey.juno.com (mx1.jersey.juno.com [209.67.33.54])
by m4.jersey.juno.com with SMTP id AAA6HLD4DAPKYQ8J
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Thu, 6 Jan 2000 16:55:15 -0500 (EST)
Received: from eddings.acpub.duke.edu (eddings.acpub.duke.edu [152.3.233.76])
by mx1.jersey.juno.com with SMTP id AAA6HLD38ASW9FWA
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Thu, 6 Jan 2000 16:55:10 -0500 (EST)
Received: from wam.umd.edu (async249-168.async.duke.edu [152.3.249.168])
by eddings.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id QAA24778;
Thu, 6 Jan 2000 16:55:08 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: Jeff Schmidt <jeff-schmidt@juno.com>
Date: Thu, 06 Jan 2000 16:57:23 -0500
Subject: Re: help
Message-ID: <38750F95.8DA6DC69@wam.umd.edu>
References: <387362A3.16999A6C@wam.umd.edu>
<20000105.231620.12359.0.jeff-schmidt@juno.com>
X-Status: Replied
X-Mailer: Mozilla 4.04 (Macintosh; I; PPC)

Hi Jeff,

Thanks for your comments on my Kansas memo. They're good. I haven't decided whom I'll send it to -- although perhaps just to Steve and cc'd to Paul. I think that he'd feel attacked if I circulated it among the whole staff. So I may send it to them, and then bring it up verbally whenever (!) we have our next staff meeting. What do you think?

I agree that it would be worth asking Rich his thoughts. But I think the most important thing is to get the topic into a staff meeting.

I'll be in DC on Monday, so see you at the office. Also, Paul and I are talking about having dinner that night -- can you make it? (Paul's not sure if he can or not.)

TOni

From: Jeff Schmidt <jeff-schmidt@juno.com>
Received: "9lLRgLkQbyoOi/hSHYYPRC4rKj2niQ9DTylzSEjlfFdguciPy0YYsA=="
Received: (from jeff-schmidt@juno.com)
by m4.jersey.juno.com (queueemail) id EVP7VQCD; Fri, 07 Jan 2000 01:15:01 EST
Return-path: jeff-schmidt@juno.com
To: tfeder@wam.umd.edu
Cc: jeff-schmidt@juno.com
Date: Fri, 07 Jan 2000 01:15:01 EST
Subject: Re: help
Message-ID: <20000107.011647.18063.0.jeff-schmidt@juno.com>
References: <387362A3.16999A6C@wam.umd.edu>
<20000105.231620.12359.0.jeff-schmidt@juno.com>
X-Status: Read
X-Mailer: Juno 1.49
X-Juno-Line-Breaks: 0-1,4-5,10-11,13-19

Hi Toni,

Yes, you are certainly right, the most important thing is to raise the issue at a staff meeting. Anything short of that is just a disguised form of accommodation.

I think it is also important to involve as many people as possible. One way would be for the note to Benka to come from a few people rather than just from you. Maybe it could start out by saying that a few of us discussed the letters about the Kansas story and think we should publish some of them....

I would like to meet for dinner on Monday, but it would have to be relatively early, because I will have Joshua at that time.

Jeff

S 001083

From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx2.jersey.juno.com (mx2.jersey.juno.com [209.67.33.111])
by mx4.jersey.juno.com with SMTP id AAA6HM957AT7V22S
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 7 Jan 2000 10:00:13 -0500 (EST)
Received: from mx1.boston.juno.com (mx1.boston.juno.com [205.231.100.51])
by mx2.jersey.juno.com with SMTP id AAA6HM957AP6EAF2
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 7 Jan 2000 10:00:13 -0500 (EST)
Received: from wilson.acpub.duke.edu (wilson.acpub.duke.edu [152.3.233.69])
by mx1.boston.juno.com with SMTP id AAA6HM953AJSZGSJ
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 7 Jan 2000 10:00:09 -0500 (EST)
Received: from wam.umd.edu (async249-185.async.duke.edu [152.3.249.185])
by wilson.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id KAA02998;
Fri, 7 Jan 2000 10:00:06 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: Jeff Schmidt <jeff-schmidt@juno.com>
Date: Fri, 07 Jan 2000 10:01:44 -0500
Subject: Re: help
Message-ID: <3875FFD2.A53716E0@wam.umd.edu>
References: <387362A3.16999A6C@wam.umd.edu>
<20000105.231620.12359.0.jeff-schmidt@juno.com>
X-Status: Read
X-Mailer: Mozilla 4.04 (Macintosh; I; PPC)

Hi Jeff,

I sent Steve and Paul my memo; and I will bring it up at a staff meeting,
and/or have it put on the agenda for same. We'll see what comes of this....

See you soon.
Toni

From: Jeff Schmidt <jeff-schmidt@juno.com>
Received: "9ILRgLkQbyoOi/hSHYYPRC4rKj2niQ9DLNw4IYdsJ71nWHuwi6cJyA=="
Received: (from jeff-schmidt@juno.com)
by m4.jersey.juno.com (queueemail) id EWB4HQVD; Fri, 14 Jan 2000 18:40:51 EST
Return-path: jeff-schmidt@juno.com
To: tfeder@wam.umd.edu, lugenbold@juno.com, jak@interport.net
Cc: jeff-schmidt@juno.com
Date: Fri, 14 Jan 2000 18:40:51 EST
Subject: Nanna interview
Message-ID: <20000114.184117.16159.0.jeff-schmidt@juno.com>
X-Status: Read
X-Mailer: Juno 1.49
X-Juno-Line-Breaks: 0-1,5-6,13-14,18-19,29-30,41-42,48-49,55-56,66-67,73-79

Hi Toni, Paul, Jean,

I haven't had a chance until now to report on my 23 November 1999 "get-to-know-you" meeting with new Physics Today publisher Randy Nanna. The meeting, which I conducted mainly as an interview, lasted for about one and one-quarter hours. Here are seven highlights.

1. The first thing I did was ask Nanna to help me with a vacation request problem. He negotiated a solution with me right there on the spot. That took about 20 minutes. Morality didn't limit him at all during the negotiations. For example, he asked with a straight face if I would consider taking my vacation time as half days. I calmly said no, and he dropped that idea, probably thinking to himself, "OK, so Jeff isn't a complete fool."
2. I asked him if a magazine should have a vision. He said yes. I asked who should be the source of that vision. He said, "The staff, up to and including the publisher." According to my notes, he said that the editor and publisher should have the biggest say.
3. I asked him which publications he reads on a regular basis, because I think that tells you something about a person. The answer in his case appears to be none. He added something like this: "Except for Newsweek, but only because we [implying someone other than himself] get that at home." I told him that we get a number of publications in the PT library room, in case he is interested. I said I read the Chronicle of Higher Education and the Wall Street Journal. I told him that not because I want him to read these publications (I don't, because knowledge is power, and he's got enough of that already), but just to see his reaction. When I mentioned the WSJ he seemed a bit disoriented.
4. When I mentioned morale problems at the magazine, he said, "It's about the product," meaning that the magazine, not the staff, is the bottom line. As a response I told him about a feature article that I am planning to propose at the next articles meeting. The article would show how at the bloodiest point of Stalin's repression, when research institutions commonly used forced labor and when some research institutions were themselves prison camps, Soviet physicists did work that won them five Nobel prizes [a measure of "the product"]. Nanna

seemed somewhat affected by the analogy, said it was a good point and said his statements about the unimportance of staff morale were just attempts to be provocative.

You be the judge, boys and girls. But keep this in mind: When I told him that the only explanation that we heard about why Charles Harris was dumped was that he had alienated people "up and down the line," Nanna said that down the line is ok, but up the line isn't. After he said that, he stepped back from it slightly, kind of modifying "ok" to something like "can get away with it."

5. Having a business rather than an academic background, Nanna will be seen as culturally inferior and at times embarrassing by people such as Brodsky, Stith, Rigden, advisory committee members and so on. Much of his wisdom amounts to nothing more than cute slogans such as "magazines are living things" and "I told my son that if you are doing what you like, you'll never have to work a day in your life."

6. I asked him if he is on a bonus plan in which his salary is tied to meeting particular goals. He said yes, and added that he likes it that way. Referring to the goals, I asked him point blank, "What are they?" This seemed to throw him off balance. He said something about "usual publishing goals" such as advertising, and then added something like, "and other things that I can't talk about." I said, so the higher-ups think there are some management problems at Physics Today that they want you to straighten out? He repeated that he can't talk about those goals. So he fucked up, announcing that he literally has a secret agenda. He isn't as sophisticated as he pretends to be.

7. The low point of the interview was when Nanna told me that he can be dictatorial or "collegial" but that he prefers to be collegial. I didn't say anything, but I must have looked at him as if he had said, "I hope I don't have to cut your head off." He responded to my look by repeating his statement and then repeating just the "good part," about preferring to be collegial. Yikes.

Jeff

From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx1.jersey.juno.com (mx1.jersey.juno.com [209.67.33.54])
by m4.jersey.juno.com with SMTP id AAA6H953EALVAVJ2
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 14 Jan 2000 22:53:08 -0500 (EST)
Received: from eddings.acpub.duke.edu (eddings.acpub.duke.edu [152.3.233.76])
by mx1.jersey.juno.com with SMTP id AAA6H953EAGKL93A
(sender <tfeder@wam.umd.edu>);
Fri, 14 Jan 2000 22:53:08 -0500 (EST)
Received: from wam.umd.edu (async249-102.async.duke.edu [152.3.249.102])
by eddings.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id WAA14682;
Fri, 14 Jan 2000 22:53:06 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: Jeff Schmidt <jeff-schmidt@juno.com>
Cc: lugenbold@juno.com, jak@interport.net
Date: Fri, 14 Jan 2000 22:54:38 -0500
Subject: Re: Nanna interview
Message-ID: <387FEF7E.24F545F6@wam.umd.edu>
References: <20000114.184117.16159.0.jeff-schmidt@juno.com>
X-Status: Read
X-Mailer: Mozilla 4.04 (Macintosh; I; PPC)

Thanks for sending your notes, Jeff. They're very interesting--- and stomach turning. Yuch. Well, it fits with my having decided I don't like him -- or, more accurately, don't expect anything good from him. Mainly I expect he'll "play the game." You seem to have gotten him to say quite a bit -- the agenda part is especially intersting.

--Toni

From: Paul J Elliott <lugenbold@juno.com>
Received: from mx3.jersey.juno.com (mx3.jersey.juno.com [209.67.33.53])
by mx4.jersey.juno.com with SMTP id AAA6JL6RQA4J5QC2
for <jeff-schmidt@juno.com> (sender <lugenbold@juno.com>);
Wed, 19 Jan 2000 03:12:30 -0500 (EST)
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by mx3.jersey.juno.com with SMTP id AAA6JL6RQAY7KHYY
for <jeff-schmidt@juno.com> (sender <lugenbold@juno.com>);
Wed, 19 Jan 2000 03:12:30 -0500 (EST)
Received: "SQeWcmYBRobKVPtV+RKHXynEqfJA/93bsVntpDCaS6kd8A+CSmOeQA=="
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by m6.boston.juno.com (queuemail) id EWPBC42Z; Wed, 19 Jan 2000 03:12:19 EST
Return-path: <lugenbold@juno.com>
To: tfeder@wam.umd.edu, jak@interport.net, jeff-schmidt@juno.com, jeff@wam.umd.edu
Date: Wed, 19 Jan 2000 03:12:19 EST
Subject: Nanna again
Message-ID: <20000119.154202.4367.0.Lugenbold@juno.com>
References: <s8850912.019@acpgate.acp.org>
X-Status: Read
X-Mailer: Juno 1.49
X-Juno-Line-Breaks: 0-1,15-16,33-47,49-52,54,56,58,60,62-63,66,68,70-71,73-77,82-84

Hi there Jean, Jeff, and Toni,

I did not resign yesterday (Tuesday), partly because I want my two weeks notice to land on February 2, in that I recall reading about a fairly recent movie in which the protagonist is forced to relive the same day over and over. "Groundhog Day" was the title, and so the second day of next month seemed an apt moment to stop the AIP whirled and get off. Meanwhile, a couple of hours ago, I sent the attached memo to Nanna (in response to his nitwit memo of January 3 forwarding a memo from Braun telling Jeff and I that the leave issue won't be "decided" until the Mismanagement Committee meets again), and later today I'll go see what kind of reaction it has prompted. All going well, I'll have a lame answer from him by 1 p.m., and then I'll wait an hour and go give Benka a sheet of paper on which I've put yet other words that may even surprise him. Yes, I really am trying to worm my way up the shame of command at AIP,

The Nanna you described in your January 14 memo, Jeff, is of a piece with the fellow I've talked with twice. Like Harris, he continues to live out of the area, trundle down the hallway carrying a water carafe, be mostly away but friendly when he's around, and tell pointless personal stories. But he does differ from Harris in saying "I won't tell you"; Harris preferred to tell us and make us feel he was taking us into his confidence; of course, it usually took a while thereafter to figure out what fraction, if any, of the truth he had confided in us. Nanna prefers the peek-a-boo style. He's also unlike Harris in being a devotee of the chain-of-command approach, as he also made clear to me and as he has confirmed in arranging for his first staff meeting after being around for two months): It's going to be "Ask the Publisher"--not "Staff Meeting" or "Staff Discussion" or "Q&A" or "Chat with Randy" or even "Ask Randy," and it fits aptly with the magazine's recently

carrying an illustrated "From the Editor." What I see emerging is the Stith approach to running things, which, in effect, is the hierarchy-of-friendly-dictators approach.

More to come, probably later today.

Paul

>Date: Wed, 19 Jan 2000 00:32:03 -0500
>From: "Paul Elliott (Paul Elliot)" <pelliot@aip.org>
>To: manna@aip.org
>Subject: Re: Fwd: vacation carryover

>

>Randy,

>

>Nine weeks have now elapsed since I submitted my request to carry over the 1999 leave time that I had earned but had been unable to take owing to my heavy workload.

>

>When I made the request (November 17), three options were still open to me: (1) have my request granted promptly, in which case the matter would become a nonissue, (2) have the request denied promptly, and consequently elect to use up the 1999 leave before the end of the year, and (3) get no immediate decision and thereby look to resolution, through the burdensome application of either internal or external means, in 2000.

>

>The first option was denied to me (although initially it looked as though a decision was to be rendered by December 17). I gave up the second option, on the now-dubious grounds that I should put the magazine's interests ahead of my own. That leaves only the third option, which, for me, is now swathed in the realization that no one above me in the AIP hierarchy has any real interest in or concern for my situation--or that of the other employees caught in the same bind.

>

>As far as I am concerned, what has happened--or, more accurately, what has not happened--really is unconscionable.

>

That said, and knowing that my views on this matter carry little or no weight, I'll discourse no more and simply conclude by asking that you at least let me know the scheduled date of the Management Committee meeting at which the leave issue will be decided. I would appreciate having that information by 1 p.m. today.

>

>Paul

S 001089

From: Paul J Elliott <lugenbold@juno.com>
Received: from mx1.jersey.juno.com (mx1.jersey.juno.com [209.67.33.54])
by m4.jersey.juno.com with SMTP id AAA6KS5FCAX42MJA
for <jeff-schmidt@juno.com> (sender <lugenbold@juno.com>);
Wed, 2 Feb 2000 12:42:58 -0500 (EST)
Received: from m6.boston.juno.com (m6.boston.juno.com [205.231.101.197])
by mx1.jersey.juno.com with SMTP id AAA6KS5E7A6J2D22
for <jeff-schmidt@juno.com> (sender <lugenbold@juno.com>);
Wed, 2 Feb 2000 12:42:53 -0500 (EST)
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by m6.boston.juno.com (queuemail) id EXUDJ62S; Wed, 02 Feb 2000 12:42:28 EST
Return-path: <lugenbold@juno.com>
To: jak@interport.net, tfeder@wam.umd.edu
Cc: jeff-schmidt@juno.com
Date: Wed, 02 Feb 2000 12:42:28 EST
Subject: And then . . .
Message-ID: <20000203.011228.4471.0.Lugenbold@juno.com>
X-Status: Read
X-Mailer: Juno 1.49
X-Juno-Line-Breaks:
0-1,3-4,12-13,24-25,33-34,40-42,49-50,55-56,60-61,70-71,76-77,82-83,87-88,92-93,98-99,105-111

Hi Jean, Jeff, Toni,

(The first seven paragraphs below cover what I have already told Jean and Toni by phone.)

Before leaving home for the work dump last Friday, I had a speakerphonecall from Sbenka--with number two acolyte Rich in the background--inquiring about the status of a Rich feature article I was copyediting, and wanting to let me know how important it was to get the article completed because the chief author was about to leave town. I said that I had discussed the matter with Rich on Monday, and that I would finish copyediting the article by the following Monday as promised (despite the office being closed for two days)..

Later, in the office, I dropped by Sbenka's office to give him my good news, but prefaced my remarks by asking why he had found it necessary to call me with Rich in tow, and why hadn't Rich simply called me himself. Sbenka's reaction was to declare that I sounded upset, and yes, we should talk about the matter. He then launched into an increasingly heated monologue about his needing to know such things and his generally not knowing what I'm doing, and his having the right to call me, etc. I said that there was no need for him to get perturbed, in that I was simply inquiring, that the copyediting was on schedule (and that I had spent one of those office-officially-closed days at the office), and besides, that was not my chief purpose in coming to see him.

He did not pursue the subject, so I proceeded to tell him I was resigning. "I'm not surprised," he said, trying to play the nothing-fazes-me manager, and adding that he's been expecting me to leave since last year. I went on to say I would be putting my resignation in writing either later that day or on Monday, and that I would be giving two weeks notice, but was open to negotiating to stay on a bit longer--but without working at the same ridiculous pace that has been my lot for so long.

He intimated that I was being unprofessional, and that I was evidently going back on my word to stay on until he found a replacement for me. Of course, I had not said any such thing, but I simply reminded him that I said I was open to negotiating an arrangement going beyond the two-week deadline. I also pointed out that Jean had given notice at the beginning of November, and that three months later there was still no sign of a replacement for her.

That seemed to shut him up. But when I returned to the subject of copy flow and his knowing what was happening, and reminded him that I had prepared a detailed schedule for last month, he switched to sniping at me briefly regarding "Letters" having been late last month--"Even Irwin beat you." I declined the invitation to discuss the matter further, other than to say that I wanted to get the department in order before I left, and that I would talk with him again on Monday.

I got up to leave, and he recovered enough to play savvy manager again by thanking me for having told him. He did not ask why I was leaving or would I would be doing next; nor did he thank me for my efforts at and for PT or make any comment about the effect my leaving would have on the magazine.

A couple of hours later, he asked me whether he or I should notify the others. I said that that was a minor issue, and that we should make a decision on Monday. About ten minutes later, I overheard him saying to Rich, "Well, now I have to find a copy editor."

Yesterday (Tuesday--Monday having been yet another office-closed-down day), I got together again with Sbenka. This time, he was a lot friendlier, seasoned manager that he is, and we agreed that I would stay on until the end of the month and would concentrate on "Letters" and that he would arrange for additional outside help with the chief remaining copyediting needs--namely, the four "Search" stories scheduled. He also asked me to pull together whatever I had on the style manual. And I reminded him that in staying on, I expected to take the personal days, bonus days, and comp days that I had earned.

When I got up to look at his board to check on the remaining feature articles scheduled for the March issue, he said, casually, that Pulsifer's feature article had already been copyedited, as had "Opinion," thereby confirming my view that he remains clueless about the principles of organizational information flow.

Then came the best moment of our time together yesterday, when he once again demonstrated his inimitable approach to problem solving, which--as we all know--is either to do nothing or to come to the kind of solution he triumphantly presented to me: "Well, after the two weeks are up

[of formal notice], you can freelance for us."

So much for the silly notion of either negotiation or his having even a nanonotion of why I am leaving, but instead of giving him advice about kite flying, I simply noted that I planned to run out all my leave time, and that that would preclude my doing any freelance work for PT.

I also added that first I would have to talk with Human Resources about what exactly was permissible, etc. He gravely declared that that was a good idea, because he did not have the authority to negotiate such matters with me.

My plan for today is to write my formal letter of resignation, visit Human Resources to get my initial runaround, send an explanatory note to the staff, and further plan how I will take my leave of PT noisily, especially as my lameduckiness will overlap with the Advisory Committee meeting.

And maybe I'll ask Rich whatever happened to the great sense of urgency about finishing that article of his. I faxed the copyedited version of it to him from home yesterday morning, but he later said nothing about having to rush through it, and Sbenka, of course, was silent on the matter, evidently having moved on to solve yet other problems. Whatta guy.

Here endeth my latest report.

Paul

From: Paul Elliott (Paul Elliot)
To: bgl@worldnet.att.net; Bschwarz; cday; eplotkin;...
Date: Wed, Feb 2, 2000 5:18 PM
Subject: FYI

Greetings Judy, Chas, Fax, Toni, Rich, Tonya, Irwin, Warren, Barbara, Gloria, Elliot, Peter, Sharon, Jeff, Bert, Marion, and Rita,

As some of you may not already know, I'll be leaving *Physics Today* sometime this month, with my likely date of release being the 29th (pending my officially arranging my going with Terri Braun).

Paul

From Paul J Elliott <lugenbold@juno.com>
From: Paul J Elliott <lugenbold@juno.com>
Received: from mx2.jersey.juno.com (mx2.jersey.juno.com [209.67.33.111])
by mx4.jersey.juno.com with SMTP id AAA6KYFSJAGU6Z82
for <jeff-schmidt@juno.com> (sender <lugenbold@juno.com>);
Fri, 4 Feb 2000 13:10:16 -0500 (EST)
Received: from m6.boston.juno.com (m6.boston.juno.com [205.231.101.197])
by mx2.jersey.juno.com with SMTP id AAA6KYFSJACXZEJ2
for <jeff-schmidt@juno.com> (sender <lugenbold@juno.com>);
Fri, 4 Feb 2000 13:10:16 -0500 (EST)
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<"SQeWcmYBRobKVPtV+RKHX9QflgYr5gaY1E5CE0qvmdnv+kw2e9x6Zw==">
Received: (from lugenbold@juno.com)
by m6.boston.juno.com (queuemail) id EXZKQK2P; Fri, 04 Feb 2000 13:06:29 EST
Return-path: <lugenbold@juno.com>
To: tfeder@wam.umd.edu, jak@interport.net, jeff-schmidt@juno.com
Date: Fri, 04 Feb 2000 13:06:29 EST
Subject: The next installment
Message-ID: <20000205.013631.4367.0.Lugenbold@juno.com>
X-Status: Read
X-Mailer: Juno 1.49
X-Juno-Line-Breaks: 0-1,3-4,31-32,42-43,77-78,93-94,101-103

Hi there Jean, Jeff, and Toni,

Several instructive (for me) events occurred at the work dump at the end of the afternoon on Wednesday, February 2:

o As I was preparing that e-mail memo to almost everyone about my leaving (taking names and e-mail addresses from the current staff list, which--to answer your query, Toni--is how I came to include my most reliable colleague, Fax)--I stood up for a moment and spotted Nanna outside the absent-all-day Sbenka's office, and he waved to me, and I waved back. He then hustled over to plant himself in front of me looking much like what 18th- and 19th-century novels called a grinning jackanapes, and then the man who's been there scarcely three months says to the fellow who's been around 18 times as long, said, "I understand you're leaving us." "Yes," I responded evenly. "Well, good luck," he added. I smiled and nodded. Then he continued: "Are you going on to anything in particular, if you don't mind my asking?" "I have plans," I explained, "but have made no definite decisions yet." Edging out of the office I use, he once again bore down with a perfunctory "Good luck" and once again I smiled and nodded--and decided not to add that he was going to need a lot more of that than I would. He then raised the issue of what he likes to call my "excess leave," and said that he thought a decision would be forthcoming next week, but noted that he'd made similar statements to me previously; when I briefly recounted my recent dealings on the matter with Braun, he used a flurry of phrases, grins, and conspiratorial wags of his head to suggest that he was very much in favor of my being given the leave, that he was a key player in the process, and that he has been pressing Braun for a speedy decision, and that the

decision really isn't his to make. George Orwell once remarked that by the time he is 50, a man has the face he deserves, and that prompts me to conclude that by the time it is 51, a flagship physics magazine has the publisher it deserves.

o Just as I finished typing my memo, Blevi called to talk about a bit of business and then say, "You don't have to comment, but there's a rumor that you're leaving." I replied that it was true, then I hit SEND, and then I told her to check her e-mail system. She reacted in a spontaneous and collegial way, saying that I would be missed and that she appreciated my contributions, especially my witty "Letters" headlines, and she bemoaned the general lack of people these days who take an interest in using the English language properly and well. Her reaction surprised me, coming as it did after the studied and hang-tough responses I'd gotten from the Publisher and the Editor.

o Soon thereafter, Bert cruised by in his somewhat-uncommon civil mode to express his surprise, to intimate that I would be missed, to wonder who would replace me (I suggested it could be time for Jesse to return, but Jeff--probably attracted to the gathering by Bert's nonstentorian tone--explained that Jesse was still working on his Ph.D. [yeah, periods; I also use double spaces after an end-of-sentence period], and to inquire what I would be doing next and whether I was leaving because I was unhappy. Although I found it a bit distracting to talk to him on account of his having shaved off his mustache so that he no longer looks like my father, I said that PT was a dead end for me, that I wanted to get on with my professional life, and I hadn't decided yet what would come next for me. I also talked more generally about the current condition of the non- and mismanaged PT in which every person cuts his or her own deal (thank you, Jean) and works away diligently in his or her own niche--only my niche consists of having to run the copydesk as though it were a dry cleaners for too many people wanting same-day service. I also deplored PT's having failed to change over then past four-plus years ("Change isn't always for the good," he said, citing "Scientific American as an example of what he meant), as well as the magazine's continuing to fail to provide opportunities for advancement ("I replied to Bert's "You can be the editor--you're not a physicist" by saying that I wasn't talking about myself, and that it would be appropriate to at least bring in understudies for, say, Warren and Irwin). Bert said he likes his job, is content to do the same thing repeatedly, and has never wanted to be a manager. I concluded--silently--that Bert was telling the truth, in that in 20 years at and getting bylines in PT, he has achieved much more prominence, spent more time with Nobelists, and been accosted more frequently at conferences than would have happened if he'd stayed in the lab or been forced to teach at Podunk College or High School. I also concluded that Bert is not pleased at the prospect of having to work with another copy editor--especially one who won't correct all of the obvious errors that Bert makes and who won't follow my example of never criticizing the things that Bert lets slide into print either through negligence or arrogant willfulness.

Postscript: At the theater last night, I bumped into an old friend of mine who's currently involved in the now-scrubbed space shuttle mission involving the "Endeavour." Obviously he doesn't read mastheads closely, because he's a physicist and PT recipient but was unaware that I had been spending any time or years at PT (of course, I had not volunteered any such information). So when I answered his question about what I've been doing, I wound up revealing

that I was about to say goodbye to an organization he didn't even know I'd said hello to. Anyway, my chat with him made me remember that one of the first things I did on getting to PT in August 1995 was to grapple with the question of whether the space shuttle's name was spelled "Endeavor" or "Endeavour," and I remember getting Carol Lucas to call NASA to find out. That, I now realize, was the last time Carol helped me in a direct, timely, and accurate manner. Best of all, I now like the way in which "Endeavour" seems to have bookended my stay at PT.

First prize is one week in Philadelphia, second prize is two weeks. So you may get yet another report from me on my experience with the PT exit process. If this keeps up, or I keep it up, I may get ambitious enough to solicit reminiscences from you, Jean, as well as from Graham, Ray, and Dennis--and maybe even Susan Funk, if she's recovered from that head injury--and at least set up an appropriate Website, if not get an anthology into print. . . .

Paul

From Toni Feder <tfeder@wam.umd.edu>
From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx1.jersey.juno.com (mx1.jersey.juno.com [209.67.33.54])
by mx4.jersey.juno.com with SMTP id AAA6LVNTXA597HBJ
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Tue, 15 Feb 2000 15:08:21 -0500 (EST)
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by mx1.jersey.juno.com with SMTP id AAA6LVNTXA2YKRXS
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Tue, 15 Feb 2000 15:08:21 -0500 (EST)
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by mx3.boston.juno.com with SMTP id AAA6LVNTSASETSL2
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Tue, 15 Feb 2000 15:08:16 -0500 (EST)
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by eddings.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id PAA28601;
Tue, 15 Feb 2000 15:08:12 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
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To: Jeff Schmidt <jeff-schmidt@juno.com>
Date: Tue, 15 Feb 2000 15:09:48 -0500
Subject: draft
Message-ID: <38A9B291.9EF47F2C@wam.umd.edu>
X-Status: Replied
X-Mailer: Mozilla 4.04 (Macintosh; I; PPC)

Hi Jeff,

did you see the last minute request for departmental reports? Below is a draft of what I plan to send in. I'd appreciate your comments (on content, in particular).

Thanks,
Toni

Physics Community/ Toni Feder 15 February 2000

Physics Community covers international physics-related news, including, for example, issues of policy, education, funding, and facilities starting or folding.

My aim is to create an interesting, lively, department that reports in a timely fashion on significant and interesting events and trends.

The biggest change to Physics Community since the last advisory committee

meeting is that the department lost a reporter, whose position has yet to be filled. For the magazine as a whole, that means we have 2 news reporters (Irwin Goodwin and myself), down from 2.5 (Jean Kumagai, who left, worked on many parts of the magazine, but about half of her time was devoted to news writing). In my view, this number should be increased to at least 3.

Being short of reporters is bad news for readers -- it means slimmer news coverage; it means that there are fewer eyes and ears looking for story ideas, and fewer stories written; and it means less time for topics that require extra background research and analysis-- the type of article for which a monthly magazine should have an intrinsic advantage compared to publications that come out more frequently.

So, Physics Community --- and the magazine as a whole -- is in a squeeze at the moment. Hopefully we hire more people soon.

From Jeff Schmidt <jeff-schmidt@juno.com>
From: Jeff Schmidt <jeff-schmidt@juno.com>
Received: from cookie.juno.com by cookie.juno.com for
<"9ILRgLkQbyoOi/hSHYYPRA8fDK6yQ8PGwFYLbiM1u2chKmE488vOjg==">
Received: (from jeff-schmidt@juno.com)
by m4.jersey.juno.com (queuemail) id EYWXDT5H; Tue, 15 Feb 2000 22:48:18 EST
Return-path: jeff-schmidt@juno.com
To: tfeder@wam.umd.edu
Cc: jeff-schmidt@juno.com
Date: Tue, 15 Feb 2000 22:48:18 EST
Subject: Re: draft
Message-ID: <20000215.224424.11999.0.jeff-schmidt@juno.com>
References: <38A9B291.9EF47F2C@wam.umd.edu>
X-Status: Read
X-Mailer: Juno 1.49
X-Juno-Line-Breaks: 0-1,8-15,22-23,28-29,39-40,47-48,50-54

Hi Toni,

I think that's a great report. You shouldn't give any less emphasis than you do to the department's personnel needs. (If management tells you to, then that would mean that they don't really want to meet the needs.) I have marked a few suggestions and comments [in brackets] below. I think you should show the draft to Paul, to inspire him to say something to the committee about his own situation, or to be more direct in whatever he says.

Jeff

Physics Community[add a space here]/ Toni Feder 15 February 2000

Physics Community covers international physics-related news, including, for example, issues of policy, [I think you should add "organization" to the list. That means, for example, how physics-related activities are organized, how decisions are made, the role of rank-and-file physicists (most of our readers) in decision-making within their own institutions and in determining the focus of their own work.], education, funding, and facilities starting or folding.

My aim is to create an interesting, lively, department that reports in a timely fashion on significant and interesting events and trends. [Are you going to report on the historic engineers' strike at Boeing? Few of our readers would skip a story on that. Physicists often get jobs as engineers.]

The biggest change to Physics Community since the last advisory committee meeting is that the department lost a[n experienced physics] reporter [I'd end the sentence here and replace ", whose" with " Her". Putting both thoughts into a single sentence makes it sound like you think

one or the other is of secondary importance.], whose position has yet to be filled. For the magazine as a whole, that means we have 2[I suggest "two" rather than "2"] news reporters (Irwin Goodwin and myself), down from 2.5 (Jean Kumagai, who left, worked on many parts of the magazine, but about half of her time was devoted to news writing). In my view, this number should be increased to at least 3[three].

Being short of reporters is bad news for readers -- it means slimmer news coverage; it means that there are fewer eyes and ears looking for story ideas, and fewer stories written; and it means less time for topics that require extra background research and analysis[space]-- the type of article for which a monthly magazine should have an intrinsic advantage compared to [I'd shorten "compared to" to "over"] publications that come out more frequently.

So, Physics Community ---[two hyphens] and the magazine as a whole -- is in a squeeze at the moment. Hopefully we [will] hire more people soon.

From Toni Feder <tfeder@wam.umd.edu>
From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx2.jersey.juno.com (mx2.jersey.juno.com [209.67.33.111])
by mx4.jersey.juno.com with SMTP id AAA6LY4SBAK95XAS
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Wed, 16 Feb 2000 22:24:49 -0500 (EST)
Received: from mx1.boston.juno.com (mx1.boston.juno.com [205.231.100.51])
by mx2.jersey.juno.com with SMTP id AAA6LY4SBAGRZ9MJ
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Wed, 16 Feb 2000 22:24:49 -0500 (EST)
Received: from majordomo2.umd.edu (majordomo2.umd.edu [128.8.10.7])
by mx1.boston.juno.com with SMTP id AAA6LY4SAAUXE4PS
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Wed, 16 Feb 2000 22:24:48 -0500 (EST)
Received: from wam.umd.edu (bay4-45.dial.umd.edu [128.8.22.237])
by majordomo2.umd.edu (8.9.3/8.9.3) with ESMTP id WAA10209
for <jeff-schmidt@juno.com>; Wed, 16 Feb 2000 22:24:42 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: Jeff Schmidt <jeff-schmidt@juno.com>
Date: Wed, 16 Feb 2000 22:26:31 -0500
Subject: thanks
Message-ID: <38AB6A65.2CD35D08@wam.umd.edu>
X-Status: Read
X-Mailer: Mozilla 4.04 (Macintosh; I; PPC)

Hi Jeff,

Thanks for your comments on my report... I took most of them, removed "funding" from the list of things I cover, and will send it off when I'm on "land" again -- I'm on the train at the moment, on the way to DC for the AAAS meeting. Unless I get otherwise busy, I plan to join you and Paul and Jean on Friday evening -- so see you then.

Thanks for asking if I plan to write about the strike at Boeing -- it's a good idea, and I'll look into it. If you've saved any newspaper articles about the strike, I'd appreciate your sending them to me. Thanks!

Toni

S 001101

From: Paul Elliott (Paul Elliot)
To: bgl@worldnet.att.net; bschwarz; cday; eplotkin;...
Date: Wed, Feb 23, 2000 3:43 PM
Subject: Countdown

Hello Barbara, Bert, Charles, Elliot, Gloria, Irwin, Jeff, Judy, Marian, Peter, Rich, Rita, Sharon, Toni, Tonya, and Warren:

I have agreed to stay on at *Physics Today* until and through Monday, March 13, primarily to work on "Letters" and also to prepare for and attend the advisory committee meeting on February 28.

Effective today, I will not be doing any more copyediting, other than to take care of the three short items I currently have in hand.

A couple of individuals have suggested that there be a farewell lunch for me. My preference is to skip that ritual, and I propose instead that I get together with you individually—if any of you would like to—for a brief private chat anytime between now and the 13th.

Paul

cc: Steve

CC: Sbenka

S 001102

From: Paul Elliott (Paul Elliot)
To: Jeff Schmidt
Date: Sun, Mar 19, 2000 11:49 PM
Subject: Re: Stuff -Reply

No, no, no—I didn't suggest or even intimate that the book replaces me. After all, it deals with the American language as it used beyond the charmless world of physics, and so is basically irrelevant to what does on here (I brought the book in before I knew that, back when I had naive thoughts of AIP/PT being a place it clearly isn't).

I have just checked 0847693643 (worry not, there's no one else around), as you suggested, and I am pleased to now see how you spent your "sabbatical" last year. I too am eager to start on my renewed writing career, and I'll be writing a sequel to a book my dad wrote in the late 1940s, back when he was a single guy with a typewriter in Stephen Foster's old home town. Of course, I'll have to add II to both the book title and my name (just check Amazon.com for "Paul Elliott" and you'll see that dad's book is still in print!).

About that e-mail message: I lobbed it into the electron stream a couple of days ago, and the last I saw of it, it was heading north. Maybe you should check at that end.

As for Ernie, although I haven't seen him since last year, I recall his talking candidly about both PT and the mainstream establishment, and I got the clear impression that he's not a great fan of either entity.

Paul

Paul

>>> Jeff Schmidt 3/19/00 9:41:56 PM >>>
Hi Paul,

Thanks for the book, Ernie Bauer's messages and the retirement memo. Your suggestion that the book replaces you is a sick joke! Yes, I remember Ernie and am happy to see that he is speaking out on various things even if I don't always agree with him. And, of course, I agree with the spirit of the memo.

Jeff

PS -- Don't forget that e-mail message!

S 001103

From Toni Feder <tfeder@wam.umd.edu>
From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx4.jersey.juno.com (mx4.jersey.juno.com [209.67.33.166])
by mx4.jersey.juno.com with SMTP id AAA6QK23LAK9NQYA
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 31 Mar 2000 12:40:58 -0500 (EST)
Received: from mx1.boston.juno.com (mx1.boston.juno.com [205.231.100.51])
by mx4.jersey.juno.com with SMTP id AAA6QK23LAE3XTLS
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 31 Mar 2000 12:40:58 -0500 (EST)
Received: from eddings.acpub.duke.edu (eddings.acpub.duke.edu [152.3.233.76])
by mx1.boston.juno.com with SMTP id AAA6QK23AANFWFQJ
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 31 Mar 2000 12:40:48 -0500 (EST)
Received: from wam.umd.edu (async251-59.async.duke.edu [152.3.251.59])
by eddings.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id MAA25950;
Fri, 31 Mar 2000 12:40:29 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: jean kumagai <j.kumagai@ieee.org>, Jeff Schmidt <jeff-schmidt@juno.com>
Date: Fri, 31 Mar 2000 12:44:41 -0500
Subject: comments requested on vacation request
Message-ID: <38E4E409.B19157CC@wam.umd.edu>
X-Status: Replied
X-Mailer: Mozilla 4.7 (Macintosh; I; PPC)

Hi Jean, hi Jeff,

I'd appreciate your comments and suggestions on this little note to Steve....

Thanks!
Toni

Steve,

I would like to take a large chunk of vacation this summer, probably starting in early June. I'd like to be away for about 6 weeks. My plan would be to accept an invitation to help out at a university newspaper and press office in Dresden, Germany – a sort of sabbatical. I could probably do some work from there for PT – I would certainly scout for stories, and maybe do some writing. But I'd like the bulk of it to be vacation. (Including 2 bonus days and 2 personal days, I will have 6 weeks' holiday in the bank before summer starts.)

S 001104

Please let me know soon what you think, and I'd be happy to discuss the prospect in more detail.

Thanks,
Toni

S 001105

From Jeff Schmidt <jeff-schmidt@juno.com>
From: Jeff Schmidt <jeff-schmidt@juno.com>
Received: from mx3.jersey.juno.com (mx3.jersey.juno.com [209.67.33.53])
by m4.jersey.juno.com with SMTP id AAA6QK54MA3HPP5J
for <jeff-schmidt@juno.com> (sender <jeff-schmidt@juno.com>);
Fri, 31 Mar 2000 13:32:43 -0500 (EST)
Received: from m4.jersey.juno.com (m4.jersey.juno.com [209.67.34.61])
by mx3.jersey.juno.com with SMTP id AAA6QK54MAYYGJA2
for <jeff-schmidt@juno.com> (sender <jeff-schmidt@juno.com>);
Fri, 31 Mar 2000 13:32:43 -0500 (EST)
Received: from cookie.juno.com by cookie.juno.com for
<"9ILRgLkQbyoOi/hSHYYPRa8fDK6yQ8PGpEW5S6QOWovI9ISb0eoGfQ==">
Received: (from jeff-schmidt@juno.com)
by m4.jersey.juno.com (queuemail) id E4HTFMH7; Fri, 31 Mar 2000 13:32:03 EST
Return-path: <jeff-schmidt@juno.com>
To: tfeder@wam.umd.edu
Cc: jeff-schmidt@juno.com
Date: Fri, 31 Mar 2000 13:32:03 EST
Subject: Re: comments requested on vacation request
Message-ID: <20000331.132719.12039.1.jeff-schmidt@juno.com>
References: <38E4E409.B19157CC@wam.umd.edu>
X-Status: Read
X-Mailer: Juno 1.49
X-Juno-Line-Breaks: 0-5,26-27,30-34,36-39

Hi Toni,

It sounds like a great plan, and I encourage you to do it.

I've put some comments in brackets.

I would like to take a large chunk of vacation [you aren't really proposing to "take" anything, but rather to use something that you have earned, so perhaps say, "I would like to use a large chunk of my vacation time...."] this summer, probably starting in early June. I'd like to be away [get away from the "asking" tone and more into the tone of describing something that is going to happen; you have already used the word "like" in the first sentence, and so here you could say "I will be away...." or "I would be away....", depending on how assertive you want to be] for about 6["six"] weeks. My plan would be to accept an invitation to help out at a university newspaper and press office in Dresden, Germany – a sort of sabbatical.[you need to frame it as helping the magazine and avoid any hint of disloyalty; so instead of that sentence, how about something like this: "My vacation would be something like a sabbatical/broadening experience, in which I would help out at a university newspaper and press office in Dresden, Germany."] I could probably do some work from there for PT – I would certainly scout for stories, and maybe do some writing. But I'd like the bulk of it to be vacation.["But the bulk of it would be vacation."] (Including 2["two"] bonus days and 2["two"] personal days, I will have 6 weeks' holiday in the

bank before summer starts.)["...I will have earned six weeks' holiday before summer starts.)"]

Please let me know soon what you think, and I'd be[I think "what you think" makes your plan look too hypothetical; maybe say "Please get back to me soon. I'd be...."] happy to discuss the prospect in more detail.

Thanks,
Toni

I saw the human genome being sequenced last night at Celera Genomics. Very interesting.

Jeff

From Toni Feder <tfeder@wam.umd.edu>
From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx3.jersey.juno.com (mx3.jersey.juno.com [209.67.33.53])
by m4.jersey.juno.com with SMTP id AAA6QK6KRAFUT6ZJ
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 31 Mar 2000 13:40:47 -0500 (EST)
Received: from wilson.acpub.duke.edu (wilson.acpub.duke.edu [152.3.233.69])
by mx3.jersey.juno.com with SMTP id AAA6QK6KRABAXV82
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 31 Mar 2000 13:40:47 -0500 (EST)
Received: from wam.umd.edu (async249-168.async.duke.edu [152.3.249.168])
by wilson.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id NAA04009;
Fri, 31 Mar 2000 13:40:45 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: Jeff Schmidt <jeff-schmidt@juno.com>
Date: Fri, 31 Mar 2000 13:44:58 -0500
Subject: Re: comments requested on vacation request
Message-ID: <38E4F22B.BEEA64F2@wam.umd.edu>
References: <38E4E409.B19157CC@wam.umd.edu>
<20000331.132719.12039.1.jeff-schmidt@juno.com>
X-Status: Read
X-Mailer: Mozilla 4.7 (Macintosh; I; PPC)

Hi Jeff,

Thanks for your comments -- very helpful.
The Celera thing does sound interesting. I'd like to hear more about it.
Toni

S 001108

From Toni Feder <tfeder@wam.umd.edu>
From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx2.jersey.juno.com (mx2.jersey.juno.com [209.67.33.111])
by mx4.jersey.juno.com with SMTP id AAA6QLGDCAKHZSBA
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 31 Mar 2000 16:28:02 -0500 (EST)
Received: from mx1.boston.juno.com (mx1.boston.juno.com [205.231.100.51])
by mx2.jersey.juno.com with SMTP id AAA6QLGDCAF9NGVS
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 31 Mar 2000 16:28:02 -0500 (EST)
Received: from wilson.acpub.duke.edu (wilson.acpub.duke.edu [152.3.233.69])
by mx1.boston.juno.com with SMTP id AAA6QLGDBA5HIFYJ
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Fri, 31 Mar 2000 16:28:01 -0500 (EST)
Received: from wam.umd.edu (async249-166.async.duke.edu [152.3.249.166])
by wilson.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id QAA17616;
Fri, 31 Mar 2000 16:27:59 -0500 (EST)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: Jeff Schmidt <jeff-schmidt@juno.com>
Date: Fri, 31 Mar 2000 16:32:18 -0500
Subject: [Fwd: vacation request]
Message-ID: <38E51962.C8245791@wam.umd.edu>
X-Status: Read
X-Mailer: Mozilla 4.7 (Macintosh; I; PPC)

This is a multi-part message in MIME format.

-----1FFBBE91BD581B077EBD5880

Content-Type: text/plain; charset=us-ascii

Content-Transfer-Encoding: 7bit

here's first response/ i have to respond to this. (but i'm on the phone
just now)

-----1FFBBE91BD581B077EBD5880

Content-Type: message/rfc822

Content-Transfer-Encoding: 7bit

Content-Disposition: inline

Received: from aip.org (wdby-fs2-102.aip.org [199.98.102.30])
by po2.wam.umd.edu (8.9.3/8.9.3) with SMTP id QAA28396
for <tfeder@wam.umd.edu>; Fri, 31 Mar 2000 16:17:49 -0500 (EST)
Received: from AIP#u#NY-Message_Server by aip.org
with Novell_GroupWise; Fri, 31 Mar 2000 16:16:52 -0500
Message-Id: <s8e4cf74.034@aip.org>
X-Mailer: Novell GroupWise 5.2

S 001109

Date: Fri, 31 Mar 2000 16:16:31 -0500
From: "Stephen Benka" <sbenka@aip.org>
To: tfeder@wam.umd.edu
Cc: rnanna@aip.org
Subject: Re: vacation request
Mime-Version: 1.0
Content-Type: text/plain; charset=US-ASCII
Content-Disposition: inline
X-Mozilla-Status2: 00000000

Toni,

This won't be a snap decision. It sounds like you're suggesting that there be no Physics Community department in the August issue. Is that correct?
--Steve

>>> Toni Feder <tfeder@wam.umd.edu> 03/31 4:12 PM >>>
[I'm sending this again to include Randy and Tonya on recipient list]

Hi Steve,

I would like to use a large chunk of my vacation this summer, probably starting in early June. I would be away for about six weeks. My vacation would be something of a sabbatical and broadening experience, in which I would help out at a university newspaper and press office in Dresden, Germany. I could probably do some work for PT -- I would certainly scout for stories, and maybe do some writing. But the bulk of it would be vacation. (Including two bonus days and two personal days, I will have earned six weeks' holiday before summer starts.)

Please get back to me soon. I'd be happy to discuss the prospect in more detail.

Thanks,
Toni

-----1FFBBE91BD581B077EBD5880--

S 001110

From Toni Feder <tfeder@wam.umd.edu>
From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx4.jersey.juno.com (mx4.jersey.juno.com [209.67.33.166])
by mx4.jersey.juno.com with SMTP id AAA6QWD97ADKMWUS
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Tue, 4 Apr 2000 11:53:33 -0400 (EST)
Received: from mx1.boston.juno.com (mx1.boston.juno.com [205.231.100.51])
by mx4.jersey.juno.com with SMTP id AAA6QWD97AANGENA
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Tue, 4 Apr 2000 11:53:33 -0400 (EST)
Received: from eddings.acpub.duke.edu (eddings.acpub.duke.edu [152.3.233.76])
by mx1.boston.juno.com with SMTP id AAA6QWD96AW3FUXS
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Tue, 4 Apr 2000 11:53:32 -0400 (EST)
Received: from wam.umd.edu (async249-22.async.duke.edu [152.3.249.22])
by eddings.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id LAA26459;
Tue, 4 Apr 2000 11:53:27 -0400 (EDT)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: Jeff Schmidt <jeff-schmidt@juno.com>
Date: Tue, 04 Apr 2000 11:57:50 -0400
Subject: vacation request
Message-ID: <38EA10FE.386BC7C2@wam.umd.edu>
X-Status: Read
X-Mailer: Mozilla 4.7 (Macintosh; I; PPC)

hi jeff,

steve okay'd my vacation request! thanks for your help!
toni

S 001111

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Subject: hi

Date: April 10, 2000 3:19:03 PM EDT

To: [jean.kumagai <j.kumagai@ieee.org>](mailto:jean.kumagai@ieee.org) [Add to Address Book](#)To: Jeff Schmidt <jeff-schmidt@juno.com> [Add to Address Book](#)

CC:

hi jean,

my computer has crashed twice since i started writing you an e-mail. last try for now! steve came in a bit ago and told me he "owes" me my performance review, and reassured me that the pay raise would be retroactive, and that he'd do it soon. then he told me that the only problem was that the advisory committee (and management) had come away thinking i just throw the department together. "that's not my impression," he asserted. but he says that i obviously put no effort into my report -- two years in a row. oh? i hadn't heard anything last year. no, he hadn't mentioned it. but that's the impression i gave. then i pointed out that we'd been asked to write something at the last minute -- and that i was off to the aaas meeting. and that we as a staff hadn't discussed how we could best take advantage of the committee -- best use their advice. he dismissed all of that. i asked what i should do -- and added that i don't think it would be a good use of my time to count the articles i've written. now, as i'm writing, i remember that at the previous one i came up with that awful figure-8 halter, had to be dressed by you, etc. i strongly doubt that committee members felt i was dismissive of pc or my work. sounds unlikely. i think i'll revisit the subject -- and ask for documentation -- after my performance review is over, or if it relates to the adv. committee. i also said that i'd said something like i want to continue producing a lively, timely, attractive, engaging interesting department. that, he pointed out, could apply to any news department (why doesn't it, then?). but he never came up with any suggestions of what the committee would have wanted to hear. and they certainly could have asked me. or is this really steve's own view? his anger at my mentioning hte big change is that jean is gone, and no one has been hired to replace her? hmmm. stay tuned.

other than, and until that, i've been in a good mood today. had a great swim, closed my dept, and am waiting to meet marta dark.

all for now.

toni

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S 001112

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[Reply](#) | [Reply All](#) | [Forward](#) | [Delete This](#) | [Move This To:](#) | [\[Select Folder\]](#)

From: [Toni Feder <tfeder@wam.umd.edu>](mailto:Toni.Feder@wam.umd.edu) [Add to Address Book](#) [Show brief headers](#) | [Show all headers](#)

Subject: performance review

Date: April 19, 2000 12:11:31 PM EDT

To: [Jeff Schmidt <jeff-schmidt@juno.com>](mailto:Jeff.Schmidt@juno.com) [Add to Address Book](#)

CC:

Message status: * Unread

hi jeff,

i spoke for about 45 minutes with benka this morning. he removed the written threat to my high rating. but i don't think the review ended up being good-- it still says i must meet the deadline 8 times, and he wants to have a written agreement redefining this: saying that if pc closes late, then the reason needs to be given; i will be excused if i got my copy to copy editor by day -4. however, what i don't like is that this means ferreting out (his words) who was at fault. it's all a waste of time, given that the magazine is getting out on time. and "ferreting" can only threaten relations among pt staffers. yuck.

that's the update.

toni

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S 001113

From Toni Feder <tfeder@wam.umd.edu>
From: Toni Feder <tfeder@wam.umd.edu>
Received: from mx2.jersey.juno.com (mx2.jersey.juno.com [209.67.33.111])
by m4.jersey.juno.com with SMTP id AAA6SDT84AM4TS4A
for <jeff-schmidt@juno.com> (sender <tfeder@wam.umd.edu>);
Sat, 22 Apr 2000 11:40:10 -0400 (EST)
Received: from wilson.acpub.duke.edu (wilson.acpub.duke.edu [152.3.233.69])
by mx2.jersey.juno.com with SMTP id AAA6SDT84AHH9K62
(sender <tfeder@wam.umd.edu>);
Sat, 22 Apr 2000 11:40:10 -0400 (EST)
Received: from wam.umd.edu (async249-3.async.duke.edu [152.3.249.3])
by wilson.acpub.duke.edu (8.9.3/8.9.3/Duke-5.0.0) with ESMTP id LAA21934;
Sat, 22 Apr 2000 11:40:06 -0400 (EDT)
Return-path: <tfeder@wam.umd.edu>
Reply-To: tfeder@wam.umd.edu
To: Paul Elliott <lugenbold@juno.com>, Jeff Schmidt <jeff-schmidt@juno.com>
Date: Sat, 22 Apr 2000 11:41:10 -0400
Subject: Re: your opinion?
Message-ID: <3901C816.EEAC5666@wam.umd.edu>
References: <385607593.956374434612.JavaMail.root@web115-wra.mail.com>
X-Status: Replied
X-Mailer: Mozilla 4.7 (Macintosh; I; PPC)

Hi Paul, Jeff (thought you might want to hear this, Jeff, so I'm including you in this e-mail).

The continuation (chapter 1 is pasted in below).

So... I got him to remove the outright threat. However, by the end of the conversation, I no longer cared, and also let him take out something he'd added at my earlier request, along the lines of "although Toni's department has never been the last to close..." I now wish I hadn't ok'd his removing that -- just to give context. The fact is, by the end of a 45 min phone call (which took place the next morning) I didn't care anymore. Now I sort of care again. So, the explicit threat is out, but the goal of closing 8 on time is there. Also, I told him it was unfair to hold me responsible for closing on time, given that closing depends on many other people. Unfortunately, he took this in a horrid direction: he now wants to "ferret out" the cause each and every time (not only if I go beyond my 4 "freebie" lates). I told him that would jeopardize my relationships with my colleagues. "I need to know," he insisted. He also asserted confidently that "staff morale is much better than it was 4 or 5 years ago." He now wants to see when I get my last copy to the copy editor, and use that to arbitrate any "lates." I think this quantification and closer bookkeeping is a mistake, and is likely to

S 001114

hurt me -- at the very least it will be a pain in the ass. In the end, in disgust (I guess) I signed something I wouldn't sign now.

I also resent that he's hammering me on the closing time issue. After all, the magazine gets out on time every month. So either enjoy that it's doing well, or change something in the whole production schedule -- don't hammer individuals (and my department is really not that late -- it closed on day 0 instead of day -1 most of the time. Big deal.)

This behavior is certainly not likely to bring out the best in an employee. And as I know he actually does appreciate my work, it is particularly weird to behave that way toward me -- as it makes me much less interested in doing my best for the magazine.

In fact, this morning, while doing dishes, I was getting angry again. I guess it's done for this year, but next year I will fight it differently.

Some other PT news: there are rumors that Irwin is actually quitting -- in June. There has been no announcement, but I heard it from Barbara (who heard it from Gloria) and from Judy (who heard it from ELliot).

It's a lovely Saturday, and lots to do in the garden. So that's all.

Toni

Hi Paul,

a midnight (or near) hello. I'll tell you some of what happened (and finish some other time). On Tuesday at about 1 I received a fax with a performance review. I also got a phone message, saying how it was excellent-- basically the same as last year, but that there are 2 problems. One is the advisory committee meeting, "which we've already discussed." The other is the issue of closing on time. If I close at the goal he's included in the performance review, then "I absolutely think you deserve a promotion," he said. Also, it was the last day for him to file the performance review -- it was already a month late. Then the review itself: glowing glowing gone. That is to say, all was ok except for the last paragraph, in which he said something like: We note that Toni still needs to improve in one area.... blah blah blah. She must close on time more frequently."

as it happens, I shoulda signed it. Instead, I wrote him (truthfully) that I had back to back interviews, and suggested a slight rewording of the last paragraph. At 4.20, I received a revised version of the review,

S 001115

by fax, with a note saying he'd spoken with personnel, and if he gets it in by the following morning, it's okay, but better by 4.45. Note the irony! I am tardy, and he's pushing me to make his already post deadline. The new version was worse: it says I have to close on time 8 times, or else my rating will fall. So, on the phone a promise of a reward, on the fax a threat.

stay tuned for the end -- my turn for the sink.

Toni

S 001116

From: Stephen Benka
To: PT
Date: Mon, Apr 24, 2000 2:30 PM
Subject: News from Irwin

After 17 years with Physics Today, covering the interface between government and the physics-related sciences, Irwin Goodwin has decided to move on. He will be staying on through 30 June. Between now and then, I hope you will join us in personally thanking Irwin for his many wonderful contributions to the magazine, and to wish him well in his future endeavors.

--Steve Benka, Editor
--Randy Nanna, Publisher

CC: advisors, Dr. James Stith, Marc Brodsky, Randy ...

S 001117

From Jean Kumagai <jak@interport.net>
From: Jean Kumagai <jak@interport.net>
Received: from mx3.jersey.juno.com (mx3.jersey.juno.com [209.67.33.53])
by m4.jersey.juno.com with SMTP id AAA6SL6Q4A3D852S
for <jeff-schmidt@juno.com> (sender <jak@pop.interport.net>);
Tue, 25 Apr 2000 06:22:18 -0400 (EST)
Received: from amsterdam.interport.net (amsterdam.interport.net [199.184.165.19])
by mx3.jersey.juno.com with SMTP id AAA6SL6Q4AYLV8PJ
(sender <jak@pop.interport.net>);
Tue, 25 Apr 2000 06:22:18 -0400 (EST)
Received: from [209.122.226.4] (209-122-226-4.s258.tnt1.nyw.ny.dialup.rcn.com
[209.122.226.4])
by amsterdam.interport.net (8.8.5/8.8.5) with SMTP id GAA23406;
Tue, 25 Apr 2000 06:22:14 -0400 (EDT)
Return-path: <jak@pop.interport.net>
To: "Jeff Schmidt" <jeff-schmidt@juno.com>,
"Toni Feder" <tfeder@wam.umd.edu>,"Paul Elliott" <lugenbold@juno.com>
Cc: "Jeff Schmidt" <jeff-schmidt@juno.com>
Date: Tue, 25 Apr 00 06:20:58 -0400
Subject: Re: On the question of whether or not Irwin is resigning
Message-ID: <200004251022.GAA23406@amsterdam.interport.net>
X-Status: Read
X-Mailer: Claris EMailer 1.1

Hello all,

My first reaction when I read the note from Benka/Nanna was that it sounded like Irwin was being forced out. I don't have the note in front of me, but the "leaving to pursue other interests" phrase especially struck me that way. It's true that Irwin has been saying he'll leave for almost as long as I've known him. When I told him I was quitting, for example, he mentioned that Braun, Brodsky, and Benka all knew that he planned to retire from PT soon. (Retire, not resign.) But I always took that as a kind of threat or bluff. So maybe it finally came down to Benka/Nanna saying, "well, OK, so leave already." In other words, he was pushed, so he decided to jump.

The fact that he told Jeff there are "lots of other things that he would like to do" is telling. it would be so like Irwin to emphasize the jumping, rather than the pushing.

Toni, I do hope you're able to work out some sort of cooperative distribution of power with Irwin's replacement, if/when that person is hired. Assuming that Washington Reports and PC are collapsed into one department, maybe you can structure things so that you are each

S 001118

responsible for half of the department each month.

jean

S 001119

26 March 05

28 October 2004: Applied for job at Strayer University
Sent application to Younes Benab
Application is pending

5 September 2003: Applied for job at Capital City Public Charter School,
Washington, D.C.
Sent application to Karen Dresden
Application is pending

2 June 2004: Applied for job at Two Rivers Public Charter School,
Washington, D.C.
Sent application to Jessica Wodatch
Application is pending

29 September 2003: Got job with Card Payment Solutions
Received no income

S 001120

EDITOR/WRITER

Exp'd Writer/Editor wanted to produce sparkling copy for fast-growing online newsletter read by HR & employee bfrs pro's. Also pen articles for profession's leading mag. Rockville, MD location. Comp sal, grt bfrs. Submit resumes to: david.albertson@tfn.com

EDITOR

25 JUN 00
K21

NCQA, a widely trusted source of information driving health care quality improvement, is seeking an on-line Editor to help review large technical reports on health plans seeking accreditation. Bachelor's in English or Communications, master's preferred, plus 3-5 years' related experience. Experience in editing in a health-related field is desired. Must have strong editing, writing, and MS Word skills and be able to edit on-line and handle multiple, quality-driven tasks on tight deadlines. Send resume/cover letter and salary requirements to: NCQA, 2000 L Street, NW, #500, Washington, DC 20036, Attn: EDT or via e-mail at: recruit@ncqa.org (EOE); www.ncqa.org

EDITORIAL

The daily deal (www.thedailydeal.com) is hiring business reporters to cover regulatory issues and corporate mergers. Candidates should have at least 3 yrs business reporting experience and a passion for breaking news. Experience covering the SEC is a plus. Forward resume and cover letter to: Janet Seiberg, Washington Bureau Chief, The Daily Deal, 1775 K St NW, Ste 590, Washington, DC 20006 or jseiberg@thedailydeal.com

EDITOR

COPYWRITER/EDITOR

Put your creativity to work for us! If you're an experienced copywriter who can produce results-oriented copy for direct mail, ads and other sales pieces, we should talk! If you can develop a concept and manage the project from start to finish, we should meet! Our hard-working, fast-paced team is looking for a creative, go-to person with 3-5 years relevant experience; degree in marketing/business or related area. Sell us on yourself! We offer a competitive compensation package and benefits plan. Visit our web site at: www.esi-intl.com. To apply, send cover letter including salary history and resume via email (employment@esi-intl.com) or fax (703-558-4105). Mail your resume to: Recruiter, ESI International, 4301 Fairfax Drive, Suite 800, Arlington, VA 22203.

EDITOR/SR.—Telco industry magazine seeks Sr. Editor. Must have exp reporting/analytical skills, knowledge of industry exp w/OSS a plus. Some travel. Exc sal/benefits. McLean, VA. Fax letter/resume: 703-556-8445 or e-mail to nkjellberg@telcosource.com

EDITOR

ASSISTANT EDITOR

We are seeking an editor to assist in the writing of technical financial content. Additional responsibilities include editing, proofreading, and production coordination of multiple Association publications, as well as the coordination of activities of volunteer editorial advisory board members. The successful candidate will have top-notch communication skills and work well with others in a team-oriented environment. A four-year degree, minimum of 3 years of writing, proofreading and copyediting experience, and familiarity with desktop publishing and QuarkXpress is required. A financial background is preferred; an understanding of financial issues is required. We offer competitive salaries, excellent benefits, compressed work weeks and performance bonuses. AFP is the leading association representing corporate treasury and financial professionals. Interested candidates should fax a resume, cover letter, and salary history to:

AFP
Attn: EDITOR
7315 Wisconsin Avenue,
Suite 600 West
Bethesda, MD 20814
301-907-2864
Or e-mail to: HR1@AFPonline.org

For more information check us out at: <http://www.AFPonline.org>

TODAY

EDITORIAL

Editorial Coordinator

Conservation International (CI) seeks talented, motivated Editorial Coordinator to contribute to our growing publications program. Qualifications include: min. 5 yrs of experience in a publications environment (newsletters, brochures, annual reports); excellent writing, editing, organizational and people skills; knowledge of 4/c production and printing processes. Second language in Spanish, Portuguese or French and familiarity with environmental issues a strong plus. Page layout experience (Pagemaker, Quark) preferred. CI offers competitive salaries, excellent benefits and a great team of colleagues. Please forward cover letter, resume with salary history, and a published writing sample to:

Conservation International
2501 M Street, Suite 200
Washington, DC 20037
Attn: Clare Nielsen
Publications Manager
E-mail: c.nielsen@conservation.org
Fax: 202-887-5188

Editorial

25 JUN 00
K20

Hanley-Wood, LLC, the leading publisher for the residential construction industry, has an immediate need for an organized and motivated Assistant Editor. You will be responsible for providing editorial and administrative support for the editorial staff, proofreading editorial boards and writing product blurbs, leads stories, and occasional features. Must have previous editorial experience and knowledge of the MS-Office. If you have the ability to work independently yet be a team player, we want to meet you! We offer competitive compensation and benefits plus the opportunity for growth. Please send your resume & cover letter w/salary requirements in confidence to:

Dept. Editor/WAL
One Thomas Circle, NW, Suite 600
Washington, DC 20005
Email: jobs@hanley-wood.com
Fax (202) 785-1974
Visit us at www.hanley-wood.com
EOE



Hanley-Wood, LLC

EDITOR/WRITER

Rapidly growing health communications co. seeks a staff editor to work on health, science & corp. projects. Must have exper. in copy editing, proofreading, reference checking, substantive editing/re-writing, working w/authors & ensuring consistency with style guide. Must be detail-oriented, self-motiv. & exper. in WordPerfect and/or Word. Prefer min. 3 to 5 yrs. exp. w/federal govt. contracts, working on experts panels, & understanding of publication process. Competitive salaries and benefits incl health, life, disability, 401K. Forward resume and salary requirements to: email: hr@danya.com; fax: resume 301-565-3710 mail: Danya International, 8737 Colesville Rd., Suite 1200, Silver Spring, Md 20910.

Editorial

ASSISTANT MANAGING EDITOR

Phillips Publishing, a Washington, DC based multi-media publishing company is seeking an Assistant Editor for the Wealth Group to help thousands of investors achieve their financial dreams (no prior investing experience required). Ideal candidate should have at least 1-2 years experience working on deadline and possess excellent writing skills. Candidate will be responsible for managing the editorial quality of our award-winning investment newsletters and websites, and will have a great opportunity to learn about the fast-paced business of publishing, finance and website development. Send resume and salary requirements to: Phillips Publishing, Inc.
Attn: M Mongelli
P.O. Box 60111
Potomac, MD 20859-0111
Fax: 301-340-0877
Email: jobs@phillips.com

EDITORIAL—Int'l Energy Pub Group seeks Editorial Asst for Wash. Bureau. Successful candidate should possess basic journalism skills including reporting & copy editing. Prefer high level of computer literacy & ability to learn new software programs quickly. NO CALLS. Send letter/resume: Oil Daily, 1401 New York Ave NW, #500, WDC 20005; Fax: 202-347-0851; e-mail: bfrick@energyintel.com

Editorial

25 JUN 00
K20
Associate Editor

The Society for Human Resource Management (SHRM) is searching for a professional editor for its monthly magazine covering human resource management issues. Position requires the ability to develop and assign feature-length articles, perform substantive editing and re-writing, and work well in a team. Successful candidates will have a bachelor's degree and at least three years of relevant experience. Knowledge of HR issues desirable. Knowledge of AP style a plus. Please send cover letter and resume to: SHRM, Attn: TW/AE, 1800 Dike Street, Alexandria, VA 22314 or e-mail to jobs@shrm.org. NO PHONE CALLS PLEASE. EOE.

EDITORIAL

Managing Editor

GAMA International, a conference of The National Association of Insurance and Financial Advisors (NAIFA), with a staff of 13 and a \$3.5M budget, has an opening for an experienced Managing Editor. Incumbent will manage the production, design, content and distribution of association's bimonthly publication, GAMA International Journal. Position requires: 5+ yrs related communications experience preferably in association management publishing. Must be highly organized with strong oral and written communication skills; able to manage production schedules and meet multiple and overlapping deadlines. Excellent benefits. GAMA offers a competitive salary and comprehensive benefits package including 401(k). Please fax resume, salary history and cover letter to: GAMA/ME (703) 770-8120, or email [ritche@naifa.org](mailto:ritch@naifa.org)

EDITOR 30 JUL 00 KIP \$\$\$ A Business Writer

C. C. Pace, an e-commerce solutions consulting company to commercial / private sector clients, is seeking a marketing/proposal writer with experience in:

- Developing marketing materials
- Writing articles for trade magazines
- Preparing speeches/presentations
- Documenting client deliverables
- Proposal development

C.C. Pace offers a creative atmosphere, excellent compensation and benefits including profit sharing, project bonuses and a matching 401k plan. Please visit our website for other career opportunities. EOE

<http://www.ccpace.com>

EMAIL resumes to: HR@ccpace.com or fax to: (703) 378-2203.



EDITOR SENIOR EDITOR AND ASSISTANT EDITOR/WRITER

Fast-paced consulting firm seeks a Senior Editor and Assistant Editor/Writer for projects focusing on children, youth, and family issues. Candidates for the Senior Editor position must have strong editing skills and a minimum of 5 years editing experience. Candidates for the Assistant Editor position must have some editing and writing experience. Both positions require a B.A. degree. Salaries commensurate with experience and excellent benefits. Please send resume and salary requirement to: HR1005, JES, 8630 Fenton St., Suite 1200, Silver Spring, MD 20910; or e-mail to: MHOONETTE@JES1.COM. EOE.

EDITOR
National mental health advocacy org seeks writer/reporter to produce, print & web communications (inc. monthly newsletter). Journalism experience preferred. Outstanding interpersonal, oral & written comm field and issues required. Salary commensurate w/exp. Excellent benefits. Near Metro. Send letter and resume to NMHA/JR, 1021 Prince Street, Alexandria, VA 22314, fax (703) 684-5968, Email: jobs@nmha.org.

EDITOR/REPORTER

Healthcare publishing company seeks Editor/Reporter to write monthly newsletters. Excellent reporting, writing and source development skills a must. Newspaper experience a plus. You'll need to translate technical topics and regulatory issues to readers with high expectations. Salary negotiable. Great benefits including casual work environment and 3+ weeks vacation. Fax resume/cover letter to: JWH, 703-707-5990 or email: RestonJobs@ingenix.com. EOE FMDV

EDITOR 13 AUG 00 K22 Dateline ASTA, Editor

American Society of Travel Agents seeks dynamic editor to write and edit twice monthly newsletter, weekly faxed and e-mail newsletter for World's largest travel association. Some media relations work involved as part of five person Communications Department. Strong writing, editing and verbal communication and project management skills required. Pagemaker experience a plus. Knowledge of the travel industry preferred. 3-5 yrs experience in media relations and demonstrated ability to work with national consumer media in successfully placing stories. A BS/BA degree in Public Relations, Journalism, Communications or related field desired. Send cover letter w/salary req'd & resume to: Resumes@astatag.com or fax (703) 684-8319. EOE M/F/H/V

EDITORIAL 31 AUG 00 K23 REPORTER

The Kiplinger organization, one of America's most respected publishers, seeks a bright, motivated, inquisitive individual for a research reporter position on our Kiplinger's Personal Finance magazine staff, at our headquarters two blocks from the White House. Individual to fact-check articles for factual accuracy.

Applicants must have a degree in Journalism. Excellent fact-checking, research and reporting skills. Strong analytical, quantitative and communication skills. Must be able to work well as part of a team under the pressure of deadlines. Good computer skills are essential.

Terrific opportunity at a prestigious journalism organization that is one of the best employers in Washington.

Company offers a comprehensive benefit package.

If qualified, send cover letter, resume and transcript to:

Personnel Department
Kiplinger's
Personal Finance Magazine
1729 H Street, NW
Washington, DC 20006

FAX: 202-496-1817
personnel.department@kiplinger.com

EOE

EDITORIAL 27 AUG 00 K20

Report for best-growing weekly newspaper covering associations & hotel industry. 2-3 years reporting exp. Bethesda location, near metro. Excellent benefits, some travel. Salary/bonuses. Resume/cover letter to: JWH, 703-707-5990 or email: annedalyheller@usae-e-mail.com.

EDITORIAL 27 AUG 00 K21 ASSOCIATE EDITOR

HHS Small Business Contractor of the Year, seeking an Associate Editor for substance abuse treatment manuals & related publications. Responsibilities include: promotional copywriting, copy editing, proofreading, publication & production management, & working w/graphic designers. Min. requirements: Bachelor's degree, 3-5 yrs editing & publication production, knowledge of GPO style & Word Perfect. QuarkXpress a plus. Background in substance abuse treatment & behavioral health issues advantageous, as is experience working for a federal government contractor.

CDM offers a collegial environment, growth opportunities & an exceptional benefits program. Send resume, writing sample, salary history & references to: The CDM Group, 5330 Wisconsin Avenue, Suite 1400, Chevy Chase, MD 20815, Email: health@cdmgroup.com, or Fax (301) 656-4012.

EDITOR
Small publishing office in Springfield, VA seeks managing editor for magazine on senior/career issues, plus manage other publications. Responsible for editorial development, oversee design/production and ad mgmt. Also assist on consulting/research projects. Min 5 yrs magazine mgmt. exp., strong computer skills, college degree. Production/design knowledge preferred. Detail-oriented self-starter with proven ability to work independently and juggle multiple deadlines. Great benefits, free parking, lots variety and challenges. Send cover letter, resume, salary history to 703-914-6777 or pubpros@strattonpub.com.

Editor/Publications Manager
Join a great team at Asbury Methodist Village, a leading not-for-profit Continuing Care Retirement Community located in Gaithersburg, MD. Responsibilities will focus on the publication of our award winning community Newspaper "Village Life" and associated newsletters, including interviewing for and writing articles, editing submissions from 25 writers and photographers, and determining layout. Will assist Director of Communications with public relations/media releases. To qualify for consideration, candidates should have newspaper reporting, production, and desktop publishing experience, and an eye for detail. Submit resume, cover letter, and salary history to Mike Koehler, Fax: 301-216-5747, email: mkoehler@asbury.org. EOE

EDITOR, PRODUCTION 3 SEP 00 K12

Growing nat social science assn has immediate opening for Production Editor to edit electronically & produce quarterly journals & other pubs from MS through finished product & assist with printer bids. Demonstrated copyediting, proofreading, org & computer skills. BA/BS, 3 yrs exp. req'd. Nr Ballston metro. Send resume & cover to: Sr. Editor, American Anthropological Assn, Ste 640, 4350 No. Fairfax Dr., Arlington, VA 22203. Fax 703-528-3546. Email: egraves@aaanet.org. Excell. benes. No calls please. EOE.

EDITORIAL 3 SEP 00 K14 Assistant Editor

Alexandria association seeks a temporary (six-month assignment) assistant editor for its 4/C monthly construction industry magazine. Ideal candidate will have at least 2 years experience editing a magazine or journal. Strong copyediting, writing, and proofing skills required. Degree in English or Journalism preferred. E-mail resume and cover letter stating salary history to: csresumes@csinet.org or mail to CSI, Attn: Personnel, 99 Canal Center Plaza, Suite 300, Alexandria, VA 22314 or fax to (703) 837-1460.

EDITORIAL 10 SEP 00 K31 Editorial Coordinator

Make editorial magic! Juggle multiple assignments! Wave a wand to turn a draft into a finished product if you have two to four years of relevant editorial and production coordination experience, a BA in English or a related field, and competency in WordPerfect or Word, we want you to join our winning team of more than 100 of the area's top editorial and design talents.

Send your resume with salary requirements to: Aspen Systems Corporation, Attn: KEA-E, 2277 Research Blvd., Rockville, MD 20850. Fax: 301-519-5445. E-mail: Resume7@aspensys.com. EOE, M/F/D/V

EDITORIAL 10 SEP 00 K32 EDITOR/WRITER

Full-time opening for an editor/writer to research, write, edit, and update materials for reference publications on AFFIRMATIVE ACTION COMPLIANCE and EQUAL EMPLOYMENT OPPORTUNITY. Requires a minimum of 2 years of journalism and/or research experience, including at least 1 year of writing and editing experience. Experience directly related to subject matter is highly desired.

COPY EDITOR (Part-time/Temporary)

20 hours per week, hours are 4:00 PM - 8:00 PM, Monday-Friday for 6 months. Edit news stories, features and/or other material written by staff members for a respected publication covering PENSION and BENEFITS developments. Also guides and advises staff members in their research, reporting, writing, and editing. Requires a minimum of 4 years' journalism experience, including copy editing experience and at least one year of writing for a related publication.

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THE BUREAU OF NATIONAL AFFAIRS, INC.
Employment
1250 23rd Street, NW
Washington, DC 20037
Fax: 202-261-1583
bnajobs@bna.com
EOE M/F/D/V

Editors 17 SEP 00 K24
Fast-paced political news division seeks Copy Editor for real-time transcripts of news events for wire services. Requires excellent grammar, news judgment & management skills. Large location; own transportation req'd. Fax resume: 301-883-9754 attn. Gail or email: gmartin@emediamilworks.com

EDITORIAL 17 SEP 00 K24 Editorial Coordinator

Rapidly expanding international conservation organization seeks crackjack editor to join growing Publications team. Qualifications: 5-7 years exp in publications environment, w/ability to quickly convert draft text from a variety of sources into finely honed prose. Individual will take brochures, newsletters, reports and other materials from start to finish, working with internal/external designer team and ensuring consistency with graphic and editorial guidelines. Customer service orientation needed, as well as ability to respond rapidly to requests and juggle multiple projects. Desktop publishing experience preferred; knowledge of global conservation issues a big plus; ability to understand/interpret complex scientific information into simple and compelling language. We offer a competitive salary, excellent benefits. Send resumes to:

Conservation International/HR
2501 M Street NW Suite 200
Washington, DC 20037
hr@conservation.org
Fax (202) 533-9537
www.conservation.org

EDITOR 24 SEP 00 K21 Full-time/Temporary

Alexandria healthcare assn. seeks expert copyeditor. Perform substantive copyediting of biweekly publ., newsletters, & books. Bachelor's deg. in Eng or Journalism; min 4 yrs demonstrated proofreading & copyediting exp. Intermed/Adv. proficiency in MS Word, ability to meet deadlines, familiarity w/Chicago Style req. Knowl. of health care field a plus. FT, temp position approx 6 mos. Fax letter w/salary req. & resume to 703/836-8694 or e-mail to hr@aaape.org. EOE

Editor Managing Editor

OPEN MINDS, a behavioral health and social service information company based in Gettysburg, seeks managing editor for its periodical publications. Excellent organizational and managerial skills, writing skills and knowledge of internet a must. Experience in the health and human service field preferred. For more information: www.openminds.com. Please fax (717) 334-1328 or e-mail (adean@openminds.com) letters of interest.

1 OCT. 00
K18

Established Reston newsletter publisher seeks Writer/Editor for our electronic products covering federal employment and benefit issues. This is a ground floor opportunity for a highly enthusiastic & talented writer. This editor will champion both for-fee and for-free content, including daily/weekly e-mail newsletters.

Candidates must possess strong creative & entrepreneurial skills, be detail oriented, have a good sense of humor, be a creative, self-motivated person. I have a roll-up-your-sleeves attitude to re-configure print publications and useful electronic services for our customers. Additional responsibilities include contributing to our existing print publications.

2-3 yrs. editing/writing exp. is required. 1 yr. web content development exp. is preferred. For consideration, please send cover letter, salary reqs. & resume to: hr@edmondsonline.com or Fax: 703-443-0245.

To learn more about our progressive company, go to www.ucg.com, and check out our stable of award-winning publications at www.myhomehealth.com.

2 years professional reporting experience a must. PR backgrounds discouraged.

Fax, email or send your resume, cover letter and 3 enterprising clips to Sara Jackson, managing editor, UCG, Fax: 301-287-2887; Email: jackson@ucg.com; Mail: 11300 Rockville Pike, Ste. 1100, Rockville, MD 20852-3030



Coordinate proposals to Federal agencies, generate outlines and schedules, guide team, maintain organization and schedule through changing requirements. Perform substantive editing, writing, rewriting, quality assurance, and proofreading for proposals, deliverables, and marketing collateral. Experience within deadline-oriented environment. Knowledge of industry standards, editing marks and The Chicago Manual of Style. BA English. Communications or Journalism and two years of experience. **PLACEMENT:**

Send resume to:
corporate_recruiting@soza.com
Or FAX (783) 573-9026
Attn: Recruiting Job # ACE0-007
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19

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EDITORIAL

EDITORIAL ASSISTANT
Food Chemical News, the pre-eminent independent newsletter publication on food safety regulations, is seeking a college graduate in English or Communications to provide administrative support to the Publisher & Editors. Must have excellent writing, organizational, interpersonal & MS. Office Suite skills. We offer a complete benefits package & competitive salary. Please submit your resume to: FCH Publishing - 1725 K St., Suite 506, Wash. DC 20006, E-mail: jobs@ecrp.com or Fax: (888) 350-1020, EOE.

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Nonprofit Capital Inc. assoc. dealing with children's issues seeks talented, quality-conscious educators/writers to join our staff. We're looking for people to practice what we preach. We're looking for a project that produces materials for social service providers about child abuse. Knowledge grounded in appropriate legal and child abuse issues, 7-5 years' experience, progressive work exp., w/PCMA. Serious writing apt. Mac or PC. Excellent benefits, including 401k. We're a small, family-run, non-profit. We're in a great environment. EOE. Send resume, cover letter w/salary req. and 2 recent verifiable samples to: Public Editor, CWWA, 400 First St., Suite 300, Washington, DC 20001, fax 202-331-1100, e-mail: editor@cwwa.org, journals@cwwa.org. Principals only. No phone calls.

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HNTB Corp., Alexandria, VA office seeks an Editorial Assistant to provide editorial assistance in the production of technical documents and materials, including format editing, and coordinating with graphics and engineering departments. Provide materials for content, clarity, grammar, spelling, etc. Must have an adherence to style standards. Also, assist with various administrative duties, as needed. Technical editing experience required. Bachelor's degree in English, Communications, Journalism, or related area preferred.

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The American Pharmaceutical Association, the national professional society of pharmacists, has an immediate opening for an Acquisition Editor. The small, but growing, department of this professional healthcare society seeks an Acquisition Editor who demonstrated track record in acquire/develop new products and/or services and references. Books, 34 years experience book publishing required, preferably with scientific/technical content. Minimum of 5 years in acquisitions. Send cover letter, resume w/ salary requirements to: APHA, HR Dept. 22255 Constitution Ave., N. Andover, MA 01810, or fax 202-638-3783; or email to: nmd@mail.aphanet.org

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EDITOR/WRITER—Potomac, MD publisher of military technology magazines seeks Deputy Editor. At least 2 yrs editing exper. req. Must have strong grammar/spelling skills, knowledge of AP style. Military exper. pref'd. Fax cover letter, resume, salary requirements: to joannis@kerniganmedia.com

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CALIFORNIA OFFICE
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PALO ALTO, CALIFORNIA 94304
(650) 493-4935
FACSIMILE: (650) 493-5556

WRITER'S DIRECT DIAL
(212) 790-2908

INTERNET ADDRESS:
STACEYP@PENNIE.COM

November 15, 2001

Mr. Jeff Schmidt
3003 Van Ness Street NW
Apt. W406
Washington, DC 20008

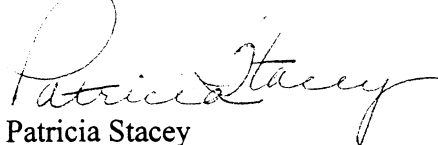
Dear Mr. Schmidt:

Thank you for your resume and letter inquiring about the possibility of employment as a law clerk with our firm.

Your resume and qualifications are quite impressive, and I have discussed them with the Hiring Committee. As a result of that discussion and upon consideration of our hiring commitments and projected staffing requirements, we have reluctantly concluded that we will be unable to offer you a position in our law clerk program at this time. However, I know that with your excellent credentials you will find the kind of challenging and rewarding position you seek.

We appreciate your interest in Pennie & Edmonds LLP and extend our best wishes for future success.

Sincerely,



Patricia Stacey
Director of Professional Development

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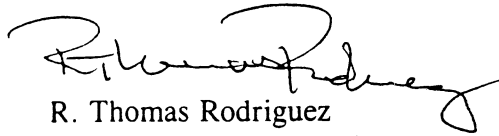
Mr. Jeff Schmidt
3003 Van Ness St., NW, Apt. W406
Washington, DC 20008

Dear Mr. Schmidt:

Thank you for your recent inquiry regarding employment opportunities with our Washington D.C. office. We are grateful for your interest in our firm. However, we are not in a position to pursue employment discussions with you.

We wish you good luck in your job search and much success in your legal career.

Sincerely,



R. Thomas Rodriguez
Legal Recruiting Coordinator

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November 20, 2001

Dr. Jeff Schmidt
3003 Van Ness St, NW
W406
Washington, DC 20008

Dear Dr. Schmidt:

Thank you for forwarding your resume to our firm. We have closely evaluated your candidacy for a position with our firm and while your credentials are excellent, we do not feel that our needs and your background are compatible at this time.

We thank you for your interest in our firm and wish you success in finding a challenging position.

Very truly yours,

Colleen M. Wright
Recruiting Coordinator

/cmw

MONICA BARNES
(202) 624-2729
mbarnes@crowell.com

November 28, 2001

Mr. Jeff Schmidt
3003 Van Ness Street, NW, W406
Washington, DC 20008

Dear Mr. Schmidt:

Thank you for your inquiry regarding an associate position with Crowell & Moring LLP. Our hiring needs with respect to associates with your level of experience are very limited. Unfortunately, we are unable to pursue with you the possibility of employment.

We appreciate your interest in our firm and wish you every success in your legal career.

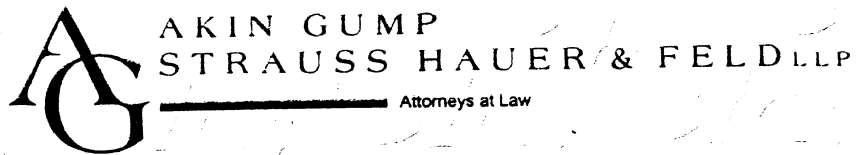
Sincerely,



Monica Barnes
Manager of Legal Recruiting

MB/tb

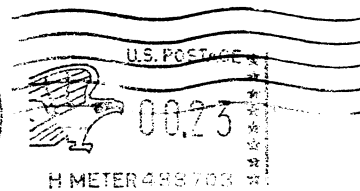
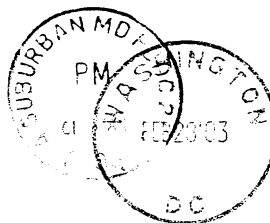
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Thank you for your interest in working with Akin Gump Strauss Hauer & Feld LLP. We will contact you if your skills and experience are suitable with our current openings.

Leslie G. Zarrelli
Staff Recruiter
Akin Gump Strauss Hauer & Feld LLP
202.887.4253

S 001129



3003 Jeff Schmidt
2903 Van Ness St. N.W.
#405
Wash, DC 20008



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Editor	2/22/2003	A/R Manager - Lawson	Acsys, Inc.
Editor	1/24/2003	Account Executive	Cartridge Technologies, Inc.
Editor	1/24/2003	Account Executive	Combined Worksite Solutions
Editor	1/24/2003	Account Executive	Indiscent, Inc.
Editor	1/24/2003	Account Executive	SIG, Inc.
Editor	1/5/2003	Account Executive	Combined Worksite Solutions
Editor	1/5/2003	Account Executive	Confidential
Editor	12/19/2002	Account Executive	National Journal Group, Inc.
Editor	12/27/2002	Account Executive - Engineering Staffing	TMP/Hudson Global Resources
Editor	12/27/2002	Account Executive - Entry Level	Allegiance Telecom
Editor	12/9/2002	Account Manager	Watchfire
Editor	12/7/2002	Account Manager	Lexmark
Editor	12/19/2002	Account Manager - East	Blackboard, Inc.
Editor	4/30/2003	Administrative	Deloitte & Touche
Editor	5/4/2003	Administrative Assistant	Confidential
Editor	4/30/2003	Administrative Assistant	McNeil Technologies, Inc.
Editor	4/19/2003	Administrative Assistant to \$37k+	Act 1
Editor	5/4/2003	Administrative Assistant/Georgetown University Hospital	Georgetown University Hospital
Editor	4/7/2003	Administrative Associate, Meetings Department	Corporate Executive Board
Editor	5/4/2003	Administrative Support	Statistics Collaborative, Inc.

Page 1 of 9

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Editor	5/4/2003	Administrative Assistant	NASPA
Editor	1/5/2003	Analyst	GE Capital Healthcare Financial
Editor	3/23/2003	Analyst, New Program Development	Advisory Board Company
Editor	2/22/2003	Benefits Coordinator	Akin Gump Strauss Hauer & Feld
Editor	12/7/2002	BEST SALES CAREER IN FALLS CHURCH!	C2 Media
Editor	4/19/2003	Branch Administrator	Matrix Technologies
Editor	2/22/2003	Building Maintenance	Pitt Ohio Express
Editor	3/23/2003	Business Analyst I	Digex, Inc.
Editor	4/7/2003	Business Development Manager	Paramount Construction
Editor	12/27/2002	Business Development Manager	Parsons
Editor	4/7/2003	Business Intelligence Technical Manager	Corporate Executive Board
Editor	1/5/2003	Business Unit Manager	Confidential
Editor	2/22/2003	Business/Financial Analyst	Confidential
Editor	3/23/2003	Business/Requirements Analyst	PSI International, Inc.
Editor	4/15/2003	Cashiers / Tellers	First Cash
Editor	12/19/2002	Client Relationships and Marketing - Political Software	Gnosso Software, Inc.
Editor	2/22/2003	Client Services Manager	Willis Corporation
Editor	1/5/2003	COMMUNITY RELATIONS COORDINATOR	Maximus
Editor	3/23/2003	CONFIGURATION MANAGEMENT SPECIALISTS I & II	Confidential
Editor	12/27/2002	Consulting Director	DCRI/Texcel

Page 2 of 9

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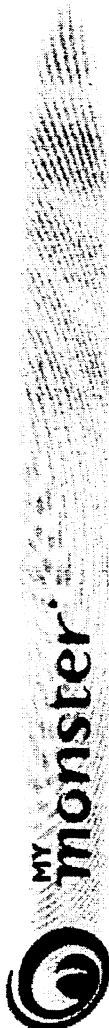
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<u>Editor</u>	12/27/2002	Contract Manager	Spherion
<u>Editor</u>	1/5/2003	Contracts Manager	Applan Corporation
<u>Editor</u>	1/24/2003	Copy Supervisor	Archer Management
<u>Editor</u>	1/24/2003	Corporate Communications Manager	Applan Corp.
<u>Editor</u>	1/5/2003	Corporate Recruiter	Jos. A. Bank Clothiers
<u>Editor</u>	5/4/2003	Customer Relations Manager	Digex, Inc.
<u>Editor</u>	1/24/2003	Customer Service Representative	Confidential
<u>Editor</u>	12/9/2002	Customer Support Engineer	ADIC
<u>Editor</u>	4/7/2003	Developer Analyst	Universal Air Travel Plan
<u>Editor</u>	4/7/2003	Director of Client Services - IT	Resources Connection
<u>Editor</u>	12/9/2002	Director of Education	SYLVAN LEARNING CENTER
<u>Editor</u>	5/4/2003	Director of Investor Relations	AGG International
<u>Editor</u>	4/19/2003	Director of Operations - Courtesy Associates, Inc.	Confidential
<u>Editor</u>	5/4/2003	Director of Regional Procurement	Aveda
<u>Editor</u>	3/23/2003	Director, Business Development	GuideStar
<u>Editor</u>	1/24/2003	Director, PR (Financial Services Industry exp. required)	FOLIOfn, Inc
<u>Editor</u>	1/24/2003	DISTRICT GENERAL AGENT	Colonial Supplemental Ins.
<u>Editor</u>	12/19/2002	District Service Manager	Unifirst Corporation
<u>Editor</u>	1/5/2003	Employment Specialist	Merkle Direct Marketing, Inc.
<u>Editor</u>	12/9/2002	Engineers	DynCorp

Page 3 of 9

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<u>Editor</u>	4/7/2003	ESTIMATOR/TAKE OFF PERSON	Confidential
<u>Editor</u>	4/30/2003	Event Coordinator	Leading Authorities, Inc.
<u>Editor</u>	12/27/2002	Executive Administrative Assistant	Conquest Systems, Inc.
<u>Editor</u>	4/19/2003	Executive Assistant	Confidential
<u>Editor</u>	4/15/2003	Executive Assistant	TRAK Staffing
<u>Editor</u>	4/7/2003	Executive Assistant	Friends of Cancer Research
<u>Editor</u>	4/15/2003	Executive Assistant/Office Manager	Jordan Kitts Music
<u>Editor</u>	2/22/2003	Executive/Administrative Assistant	TRAK Staffing
<u>Editor</u>	3/23/2003	Experienced Management Associate	SunTrust Bank
<u>Editor</u>	3/23/2003	FEDERAL SALES DIRECTOR	DefenseWeb Technologies Inc.
<u>Editor</u>	2/22/2003	Field Operations Manager	Gilford Corporation
<u>Editor</u>	2/22/2003	Field Representative	Insurance Services Office, Inc
<u>Editor</u>	4/7/2003	Financial Advisor	Securian Financial Network
<u>Editor</u>	4/19/2003	Financial Planner	AXA Advisors, LLC
<u>Editor</u>	4/19/2003	Financial Services Administrative Assistant	Acsys, Inc.
<u>Editor</u>	4/19/2003	Government Consultant	GlobeCast, Inc.
<u>Editor</u>	12/9/2002	Grant Writer/Funding Strategist	Acres of Love
<u>Editor</u>	12/7/2002	Health Care Associate	PricewaterhouseCoopers
<u>Editor</u>	3/23/2003	Human Resources Assistant	Legal Placements Inc.
<u>Editor</u>	1/24/2003	Human Resources Representative	Confidential

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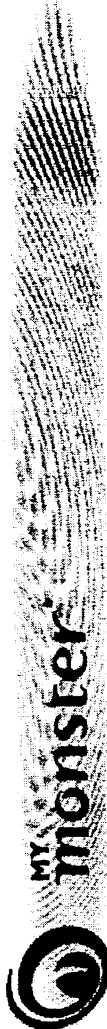
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Editor	1/24/2003	Implementation Management Support Analyst - 03DC (CJIS/ESD)506	PEC Solutions
Editor	3/23/2003	Implementation Specialist	OpenTable, Inc
Editor	12/7/2002	Industrial Sales Representative	Barnes Distribution
Editor	3/23/2003	Investment Analyst	Acsys, Inc.
Editor	4/30/2003	Jr. Buyer	Daycon Products Company
Editor	4/30/2003	Junior Systems Administrator	GAG Outfitters, Inc.
Editor	2/22/2003	Lead Program Manager	Primus Knowledge Solutions, Inc.
Editor	4/19/2003	Legal Support Staffing/Skills Development Coordinator	Wiley, Rein & Fielding
Editor	4/19/2003	Management positions	Triumph Technologies, Inc
Editor	1/5/2003	Manager of Expenses	Spherion
Editor	12/19/2002	Manager, Customer Support	CarrAmerica
Editor	4/19/2003	Many Openings	Triumph Technologies, Inc
Editor	4/30/2003	Market Research Assistant	Lincoln Property Company
Editor	1/5/2003	Marketing Assistant	The Dana Foundation
Editor	4/15/2003	Marketing Director	National Prostate Cancer Coalition
Editor	12/19/2002	Marketing Manager	R.D. Mingo and Associates
Editor	1/5/2003	Marketing Representative	DuPont Flooring
Editor	4/30/2003	Marketing, Regional Assistant	Confidential
Editor	1/24/2003	Media Buyer	MarketPro Shows, INC
Editor	4/15/2003	Member Relations Manager	Flexcar

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Editor	12/7/2002	Membership/Marketing & Editorial	American Health Lawyers Association
Editor	2/22/2003	Mortgage Sales Professionals	Guaranty Residential Lending
Editor	2/22/2003	Navy Acquisition Analyst	Identix, Inc.
Editor	4/7/2003	Operations Manager - Government Services	ACS, Inc.
Editor	4/30/2003	Operations Supervisor / Manager	Confidential
Editor	3/23/2003	Part - Time Program Monitors	Amer. Institutes for Research
Editor	3/23/2003	Peoplesoft Implementation/Project Manager	Cambridge Software Systems
Editor	1/5/2003	Process Analyst	Council for Logistics Research
Editor	12/19/2002	Production Coordinator	EEI Communications
Editor	12/7/2002	Production/Traffic Manager	GW Solutions
Editor	12/19/2002	Program Manager and Logistician	US Investigations Services
Editor	2/22/2003	Program Manager-Legislative	Energetics, Inc
Editor	12/27/2002	Program Secretary	Center for Applied Linguistics
Editor	12/9/2002	Project Assistant	Wiley, Rein & Fielding
Editor	12/19/2002	Project Associate, Silver Spring, MD (BAIT-AM 1 & 2)	DAR International
Editor	5/4/2003	PROJECT MANAGER	CarraAmerica
Editor	4/15/2003	Project Manager	Graphic Services
Editor	4/15/2003	Project Manager	TAC Worldwide Company
Editor	3/23/2003	Project Manager	PSI International, Inc.
Editor	2/22/2003	Project Manager	Confidential

Page 6 of 9

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<u>Editor</u>	2/22/2003	Project Manager	Management Recruiters Intntl
<u>Editor</u>	1/5/2003	Project Manager	Merkle Direct Marketing, Inc.
<u>Editor</u>	1/5/2003	Project Manager	GloboMax, LLC
<u>Editor</u>	12/27/2002	PROJECT MANAGER	PKC Corporation
<u>Editor</u>	12/9/2002	Project Manager	Management Recruiters Intntl
<u>Editor</u>	12/7/2002	Project Manager	McDonald Bradley, Inc.
<u>Editor</u>	3/23/2003	Project Scheduler	Confidential
<u>Editor</u>	4/15/2003	PROPERTY MANAGER	Buchanan Partners, LLC
<u>Editor</u>	1/24/2003	PROPOSAL MANAGER	TONYA, Inc.
<u>Editor</u>	3/23/2003	QA Manager	Blackboard, Inc.
<u>Editor</u>	5/4/2003	Quality Manager	Confidential
<u>Editor</u>	3/23/2003	Rational Consultant	CorTechs, Inc.
<u>Editor</u>	5/4/2003	Records Management	Confidential
<u>Editor</u>	1/5/2003	Regional Research Manager	Confidential
<u>Editor</u>	4/7/2003	Regional Territory Manager	Management Recruiters Intntl
<u>Editor</u>	1/5/2003	Regulatory Associate	GloboMax, LLC
<u>Editor</u>	1/24/2003	Requirements Analyst	Manitex
<u>Editor</u>	4/30/2003	Research Associate	Doherty Employment Group
<u>Editor</u>	1/5/2003	Research Associate	BERZITEXCEL
<u>Editor</u>	1/5/2003	Research Associate	TUCKER ALAN INC.

Page 7 of 9

[1] [2] [3] [4] [5] [6] [7] [8] [9]

Additional Offering

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S 001137

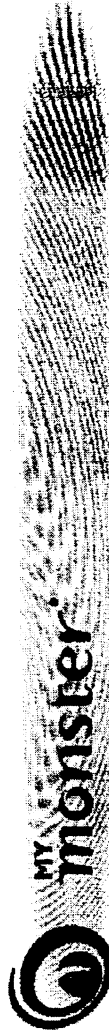
5/4/2003
Jeff Schmidt
Log Out
Privacy Commitment



The page cannot be displayed

The page may not load properly due to browser compatibility. The Web site

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[My Monster Home](#) [Account Profile](#) [Agents](#) [Application & Interviews](#) [Resumes](#) [History](#) [Letters](#)

History

All jobs you've applied to through Monster and the associated material you sent are listed below.

<u>Resume/Interview</u>	<u>Date Sent</u>	<u>Job Title</u>	<u>Company</u>
<u>Title</u>	12/27/2002	Restaurant Manager	Patrice & Associates
<u>Editor</u>	2/22/2003	Security Analyst	Telos Corporation
<u>Editor</u>	1/24/2003	Security Analyst	Telos Corporation
<u>Editor</u>	1/24/2003	Senior Associate, Analyst	Broadmargin
<u>Editor</u>	12/9/2002	Senior Field Support Engineer	Groove Networks
<u>Editor</u>	3/23/2003	Senior Marketing Manager - Program Development and Implementation	BellWorld Telecom
<u>Editor</u>	12/7/2002	Senior NT Engineer and Admin (B2A) - (H02-109)	User Technology Associates
<u>Editor</u>	2/22/2003	SENIOR PROGRAM MANAGER	NCI Information Systems
<u>Editor</u>	12/9/2002	Software Testing	Intecon LLC
<u>Editor</u>	2/22/2003	Special Project Officer/XO	Integrated Management Services
<u>Editor</u>	2/22/2003	Sr DataWarehousing with Microstrategy	Confidential
<u>Editor</u>	3/23/2003	Sr. Developer	Spherion
<u>Editor</u>	1/5/2003	Sr. Study Director / Epidemiologist	Confidential
<u>Editor</u>	4/15/2003	Staffing Manager	Allison Office
<u>Editor</u>	1/24/2003	Subcontracts Administrator	ICF Corporation
<u>Editor</u>	1/24/2003	System Implementation Project Manager	INGENIUM RESOURCES
<u>Editor</u>	12/9/2002	System Support Specialist Sr - (HS10628)	Lawne & Co.
<u>Editor</u>	2/22/2003	Technical Analyst	Subira Systems, Inc.
<u>Editor</u>	1/5/2003	Technical Recruiter	Coleman Research Corporation
<u>Editor</u>	12/7/2002	Technical Support	AAC Associates Inc.

Page 8 of 9

Additional Offering

S 001138

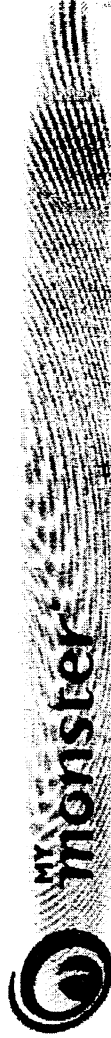
5/4/2003
 Jeff Schmidt
 Log Out
[Privacy Commitment](#)



The page cannot be displayed

The page you are looking for is currently unavailable. The Web site

[Home](#) [Search Jobs](#) [My Monster](#) [Career Advice](#) [Help](#) [For Employers](#)



[My Monster Home](#) [Account Profile](#) [Agents](#) [Application & Interviews](#) [Resumes](#) [History](#) [Letters](#)

History

All jobs you've applied to through Monster and the associated material you sent are listed below.

<u>Resume/Interview</u>	<u>Date Sent</u>	<u>Job Title</u>	<u>Company</u>
<u>Editor</u>	1/24/2003	Technology Program Coordinator	Confidential
<u>Editor</u>	3/23/2003	Technology Protection Instructor	US Investigations Services
<u>Editor</u>	12/19/2002	Temporary Library Technician	ASRC Aerospace Corp.
<u>Editor</u>	12/7/2002	Tivoli/Web	Spherion
<u>Editor</u>	1/24/2003	Traffic Coordinator/Manager	EP Information
<u>Editor</u>	4/30/2003	Training Manager	VitalSpring Data Analytics
<u>Editor</u>	4/15/2003	Undercover Store Detective	Rite Aid
<u>Editor</u>	12/27/2002	Unit Controller	Disneyland Resort
<u>Editor</u>	3/23/2003	VICE PRESIDENT for STRATEGIC COMMUNICATIONS & CONSTITUENCY BUILDING	Ocean Group
<u>Editor</u>	2/22/2003	Workers' Compensation Loss Control Manager	Universal Health Services

Page 9 of 9

Additional Offering

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Advance your Career with a Brainbench Skills Certification

Tips on Managing Your Job Applications

S 001139

9/26/2003
Jeff Schmidt
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[Privacy Commitment](#)

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MY
monster

[My Monster Home](#) [Account Profile](#) [Agents](#) [Application & Interviews](#) [Resumes](#) [History](#) [Letters](#)

History

All jobs you've applied to through Monster and the associated material you sent are listed below.

Important!

Each record will be deleted 18 months after Date Sent. You may want to print this page for future reference.

<u>Resume/Interview Title</u>	<u>Date Sent</u>	<u>Job Title</u>	<u>Company</u>
Editor	9/26/2003	Office Manager	Data Management Group Inc.
Editor	9/26/2003	Project Manager	Spherion
Editor	9/26/2003	Requirements Analyst	DBTS Inc
Editor	9/26/2003	Records Manager (Data Quality)	Systems Integration Group, Inc.
Editor	9/26/2003	Labor Relations Specialist	Corrections Corp of America
Editor	9/26/2003	Administrative/Executive Assistant	Acsys, Inc.
Editor	9/26/2003	Recruiter	Confidential
Editor	9/26/2003	Sr. Criminal Justice Analyst	National Criminal Justice Association
Editor	9/26/2003	Technical Recruiter	Sparks Personnel
Editor	9/26/2003	Assistant Property Manager	Clark Realty Management
Editor	9/26/2003	Contract Administrator II	Johnson Controls
Editor	9/26/2003	Business Intelligence/Research	Regent Group
Editor	9/26/2003	Membership Records Clerk	CORESTAFF Services
Editor	9/26/2003	Buyer	Johnson Controls
Editor	9/26/2003	Claims Adjuster	Johns Eastern Company
Editor	9/26/2003	Executive Assistant	Ultimate Staffing
Editor	9/26/2003	Marketing Assistant	Finneqan Henderson Farabow Gar
Editor	9/26/2003	Executive Assistant	Confidential
Editor	9/26/2003	Sales Associate	CardPayment Solutions
Editor	9/26/2003	Human Resources Assistant	Central Parking System Inc

Page 1 of 10

[1] [2] [3] [4] [5] [6] [7] [8] [9] [10]

Additional Offering

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S 001140

DEPARTMENT OF LABOR, LICENSING AND REGULATION
OFFICE OF UNEMPLOYMENT INSURANCE
STATE OF MARYLAND
P. O. Box 17153
Baltimore, Maryland 21203

DETERMINATION OF MONETARY ELIGIBILITY

SOCIAL SECURITY NO. [REDACTED]

LOCAL OFFICE 61
PROGRAM 00

JEFF SCHMIDT
3003 VAN NESS ST NW APT W406
WASHINGTON DC 20008-4830

PLEASE REVIEW THIS DOCUMENT CAREFULLY

You have filed a claim for Unemployment Insurance benefits under the Social Security number listed on this form. The base period for determining your eligibility for benefits is for the period listed below. No wages paid to you before or after these dates may be used to determine your eligibility at this time.

Our records show that you were paid the following wages in the Base Period from
01/01/1999 through 12/31/1999

EMPLOYER NO.	EMPLOYER NAME	PERIOD COVERED	PERIOD COVERED	PERIOD COVERED	PERIOD COVERED	TOTAL PAID BY EMPLOYER
		01/01/99 TO 03/31/99	04/01/99 TO 06/30/99	07/01/99 TO 09/30/99	10/01/99 TO 12/31/99	
65743620	AMERICAN INSTITUTE OF PHYSICS		1289.00	16233.00	9991.00	27513.00
			1289.00	16233.00	9991.00	27513.00
QUARTERLY TOTALS						BASE PERIOD TOTALS

YOU MAY BE PAID THESE AMOUNTS IF YOU ARE UNEMPLOYED AND ELIGIBLE IN ALL OTHER RESPECTS.

BASIC WEEKLY BENEFIT AMT.	DEPENDENTS' ALLOWANCE	TOTAL WEEKLY AMOUNT	TOTAL AMOUNT OF BENEFITS	EFFECTIVE DATE	BENEFIT YEAR ENDS	DETERMINATION DATE
250.00	8.00	250.00	6500.00	06/04/2000	06/03/2001	06/21/2000

You should call the Unemployment Insurance Service if:

1. The wages shown are incorrect and you have proof of wages. (e.g. pay stubs, W-2, etc.); or
2. There are employers listed for whom you did not work (failure to report this could result in an overpayment, which you would be required to repay); or
3. There are employers not listed for whom you did work (failure to report this could result in an underpayment which could affect your weekly benefit amount); or
4. You do not understand this Determination.

When you call, UI personnel will assist you in resolving any problem or by answering your questions. HOWEVER, IF YOU STILL DISAGREE WITH THIS DETERMINATION YOU MUST FILE AN APPEAL WITHIN 15 DAYS IN ORDER FOR IT TO BE TIMELY. IF YOU FILE AN APPEAL, YOU MUST CONTINUE TO FILE TELECERTS WHILE YOUR APPEAL IS BEING RESOLVED.

THE LAST DAY TO FILE AN APPEAL IS: 07/06/2000

S 001141

To appeal the determination call:

(410) 949-0022 (410) 949-0027 (TTY)
(800) 827-4839 (MD Residents Only) (800) 827-4400 (MD Residents Only) (TTY)

TELEPHONE CLAIMS (TELECERT) NOTICE

OFFICE
61

NAME
J SCHMIDT

SSN

YOUR NEXT WEEK ENDING DATE(S) TO FILE ARE:

032302

033002

YOU MAY FILE FOR THESE WEEK(S) AFTER
BY CALLING A NUMBER LISTED BELOW

033002

If you are having federal taxes withheld from your benefit check, the deduction has been reduced from 15% to 10% for all checks issued on or after August 7, 2001. The reduction is due to changes in federal law.

☎ • (410) 949-0022 From Baltimore Area
and Out-Of-State

☎ • (410) 767-2727 TDD From Baltimore Area
and Out-Of-State

☎ • 1-800-827-4839 Toll Free in Maryland only

☎ • 1-800-827-4400 TDD Toll Free in Maryland only

DLLR/OU1 SR3-219 (TELE 6/00)



WORK SEARCH CONTACTS ARE SUBJECT TO VERIFICATION. FALSE INFORMATION MAY RESULT
IN DENIAL OF BENEFITS, FINES AND/OR IMPRISONMENT.

TOTAL AMOUNT	DA	EARNINGS	OTHER DEDUCTIONS	PRIOR PAYMENTS	CURRENT AMOUNT
250	0	0	0	0	250.00
CURRENT AMT	FED TAX	STATE TAX	CHILD SUPPORT	OP DEDUCTION	CHECK AMT.
250.00	0	0	0	0	250.00
# WEEKS PAID	REMAINING BAL	CHECK NUMBER	CHECK AMT.	LAST NAME	SSN
1	3000	7422212	250.00	SCHMIDT	

31602 \$250

S 001142

From: "Jeff Schmidt" <jschmidt@aip.acp.org>
To: ACP.apsdpost(goodwin)
Date: 16 Jul 1998 (Thu) 14:10
Subject: Guilty -- but not as charged

Dear Irwin,

Many people have been asking me what response I got to my performance review appeal. So here's a summary.

As you recall, my appeal stated that compared to the previous review period, I did more work and more innovative work. Yet Physics Today publisher Charles Harris and editor Stephen Benka rated my job performance lower. (They lowered my rating from above average to average.)

As you also know, my appeal had two parts. The first part challenged the accuracy of what the managers wrote about my job performance. It argued that what they wrote ranged from grossly understated praise to completely contrived examples of deficient work. I refuted the allegations and falsehoods point by point, drawing on the written record of what had happened. The second part of my appeal offered an obvious explanation for the unfair assessment: It was a response to my speaking out about staff concerns and working with other staff members to address those concerns.

I submitted my appeal to Jim Stith (Harris's supervisor) and Terri Braun (American Institute of Physics Director of Human Resources). For two months I heard nothing. Then, just recently, Stith met with me to convey AIP's decision. Our two-hour meeting focused on both the performance review and my severe written criticisms of it.

Stith did not defend the performance review's faint praise or its negative statements about me. Nor did he take issue with my detailed claim that the review makes many false statements about me. Nevertheless, Stith told me that he had decided to leave all of these statements on my performance review (and thus in my permanent personnel record) without making any changes at all. He explained that he had talked to Harris and Benka, and they had told him other things about me, things not mentioned in the written review, and these things justified the lowering of my job performance rating. I asked him what these things were, but he declined to say. I pressed him hard to tell me, of course, but he refused to do so, saying that he didn't want to get into the details. "So you found me 'Guilty -- but not as charged,' and you won't tell me the real charges," I said to Stith. "This is Kafkaesque." He did not respond.

Although Stith refused to reveal any specific examples of my supposedly deficient job performance, he did identify my problematic work in general terms. And the problem was clearly my organizing activity, just as I had claimed in my appeal. Stith told me that when you do things that your supervisors would be happier that you not do, then you have to be willing to pay the penalty, even if what you do is right. I disagreed, of course. He told me that for a time in his younger days he challenged the status quo. He said that even after the status quo yielded to change, he still had to pay a price for his actions, implying that paying such a price was right.

I told Stith that I expect him to make sure that people are not punished for doing the right thing. But he made it clear that he will not play that appellate role at AIP. He is evidently willing to back other managers even at the expense of justice. This continues the recently imposed love-it-or-leave-it policy at Physics Today, which has cost us three coworkers in the last few months and will continue to drive away talent until it is lifted. Finally, Stith offered a simple formula for professional success at Physics Today. Each member of the Physics Today staff should work hard to figure out what Benka wants, and then do that, he advised.

As you can see, my appeal of the statements made about me on my performance review has not yet been handled adequately. The next step will depend on suggestions that I get from you and other coworkers.

Jeff

S 001143

Received: from acpgate.acp.org
([149.28.226.101])
by acpgate.acp.org; Thu, 16 Jul 1998 14:37:43 -0400
Received: from ACP-Message_Server by acpgate.acp.org
with Novell_GroupWise; Thu, 16 Jul 1998 14:37:43 -0400
Message-Id: <s5ae1037.036@acpgate.acp.org>
X-Mailer: Novell GroupWise 5.2
Date: Thu, 16 Jul 1998 14:10:53 -0400
From: "Jeff Schmidt" <jschmidt@aip.acp.org>
To: goodwin@aip.acp.org
Cc: jschmidt@aip.acp.org
Subject: Guilty -- but not as charged
Mime-Version: 1.0
Content-Type: text/plain; charset=US-ASCII
Content-Disposition: inline

S 001144

From: "Jean A. Kumagai" <jak@interport.net>
Received: from mx2.jersey.juno.com (mx2.jersey.juno.com [209.67.34.54])
by mx4.jersey.juno.com with SMTP id AAA555KHS AZ77UWS
for <jeff-schmidt@juno.com> (sender <jak@interport.net>);
Fri, 20 Aug 1999 14:56:48 -0400 (EST)
Received: from mx5.boston.juno.com (mx5.boston.juno.com [205.231.100.53])
by mx2.jersey.juno.com with SMTP id AAA555KHS AXKWHG2
for <jeff-schmidt@juno.com> (sender <jak@interport.net>);
Fri, 20 Aug 1999 14:56:48 -0400 (EST)
Received: from amsterdam.interport.net (amsterdam.interport.net [199.184.165.19])
by mx5.boston.juno.com with SMTP id AAA555KHS APY897A
(sender <jak@interport.net>);
Fri, 20 Aug 1999 14:56:48 -0400 (EST)
Received: from [209.122.227.240] (209-122-225-172.s172.tnt1.nyw.ny.dialup.rcn.com [209.122.225.172])
by amsterdam.interport.net (8.8.5/8.8.5) with ESMTP id OAA01347;
Fri, 20 Aug 1999 14:56:57 -0400 (EDT)
Return-path: <jak@interport.net>
In-Reply-To: <37BD9D7F.A57F16F9@wam.umd.edu>
To: tfeder@wam.umd.edu, Jeff Schmidt <jeff-schmidt@juno.com>
Cc: lugenbold@juno.com, jak@interport.net
Date: Fri, 20 Aug 1999 14:58:36 -0500
Subject: Re: Naming names
Message-ID: <v03110711b3e35d5dc946@[209.122.227.240]>
References: <19990820.140725.15951.0.jeff-schmidt@juno.com>
X-Status: Read

Hi Jeff (and Toni and Paul),

I don't know what would be the best way to respond to Benka. I personally don't mind if you tell him you talked to me. On the other hand, if you think it would be stronger to say that nobody wanted their name revealed for fear of retribution, then I definitely do not want you to mention my name.

You can also tell Benka that I agree with everything in both of your responses to your performance reviews, that I'm appalled by his deviousness, that I consider you to be an extremely supportive and valuable colleague, and that the long-standing morale problem at PT (which obviously did not originate with your distributing your appeal to the staff) will only get worse if he doesn't improve his attitude. You might also add that management's increasingly repressive policies may soon lead to the voluntary departure of one of its best editors. :)

Should I tell anybody else on the staff about your review? It will have to wait until after I get back from Maine.

Jean

From: Warren Kornberg
To: Jeff Schmidt
Date: 8/20/99 8:11pm
Subject: Re: Naming names

Jeff:

1--e-mail is not confidential, and if you want to be sure, it should not be used for things (like naming names) you do not want discussed.

2--I don't think there is any reason you should be required to disclose conversations you might or might not have had with other people in the building. With whom you discuss your business is your business. If you want to tell him you talked to me, that, too, is your business; I don't really care. But as you spell it out, the demand seems high-handed.

3--As far as the review's confidentiality is concerned, I believe that it is, but as a restriction on the management, not on you.

w

>>> Jeff Schmidt 08/20/99 01:42PM >>>
Hi Warren,

My discussion with Steve Benka about my performance review took place yesterday afternoon (Thursday 19 August 1999). It went more or less as expected (he basically didn't budge), except for one thing: He indicated that what he said about me in the review was confidential. At first I took that to mean that the review was confidential like a doctor's report, which goes only to the patient, to protect the patient's privacy. But it quickly became clear that what he meant was that he didn't want me to tell anyone what he said about me in the review -- for his protection, not mine.

I responded by saying that most of the staff doesn't understand confidential to mean that they are forbidden to talk about their reviews (it is often necessary to talk about a review to check its accuracy), and I pointed out that they commonly discuss such things with their coworkers. Besides, I said, in this case it's too late, because I have already discussed it with a coworker (more than one, actually), and I didn't ask that person not to discuss it with others. So lots of people could know about it by now (I'm sure they do).

Benka appeared to be genuinely surprised and disturbed that people talk to each other about these things. I told him that I was surprised that he was surprised. I said that lots of people here talk to each other about everything, and that's a good thing -- it's a sign of closeness. He was also disturbed that I had discussed the review with a coworker, and he asked me to tell him who it was. (I won't do that, of course.) I said that I didn't want to get anyone in trouble. He indicated that he still wanted to know. So I offered to ask the person if it would be ok to mention his or her name. At the end of the meeting, Benka said again that he wanted to know who it is. And a few hours later, at the end of a not-very-interesting e-mail message to me about other aspects of the review, he wrote this:

>I still would like you to tell me which
>member or members of the staff you have
>discussed this year's review with.

>--Steve

S 001146

So I am now contacting all the people whom I think know about my review, to get their ideas on what I should tell Benka.

Jeff

PS -- Careful with those computer buttons! I just noticed that your brief e-mail message to me yesterday morning also went out to Jeff Bebee, Georgina Guagenti and advtsg. No harm done.

30 August 1999

Steve --

Here are the notes that you requested. They outline the responses that I got when I asked colleagues who saw my annual review for permission to fulfill your request that I report their names to you. As you know, I did not want to give you this written report, but you insisted that I do so. I can only hope that you will use it to address staff concerns and not "kill the messenger."

Four themes were apparent in the responses from my coworkers.

1. They consider me to be a supportive and valuable colleague, and they want you to behave in accord with that view. They note that the long-standing staff morale problems did not originate with my review appeal.
2. Their anxiety was exacerbated by the fact that you were not open about your reasons for wanting their names. (Later, when I asked you specifically why you wanted their names, you refused to answer.) Thus the only thing they imagined coming from your investigation was punishment, of me or of them. They think they would be subject to guilt by association, because you have been so harsh with me.
3. They feel that their conversations were private and that to reveal them would be an invasion of their privacy. They made reference to the First Amendment, the spirit of which they evidently carry with them.
4. They agree with you that annual reviews are confidential, but they see that as a restriction on management, not on them. Thus they feel free to discuss their reviews, and many do. They think it would set a bad precedent if any of us were punished for that.

Please let me know if I can be of further assistance.

Jeff

S 001148

3 Sept. 99; complained to Jonathan Goodwin that I am being penalized for going along with Benka's wish that I have my review after 18 months rather than after 12 months. The 2% in the matrix assumes that reviews are annual.

(He had said earlier that before correction my raise would be 2% (actually 2.03% after round-off of amount to \$1350); the range for my category (3.0 overall rating) is 2-3% and Benka chose 2%, he says.)

8 Sept. 99; Met with Benka at his request re: my complaints about review.

8 Sept. 99; Benka says they will interpolate my score in the 2-303 salary range, as I requested (that way the raised score would give me more salary).

26 MAY 95

Finished editing the Donnelly manuscript (July 95) 23 May 95
had no approved MS to edit until 30 May 95 when
Benka approved the Wolfe manuscript. This was the third time
I've run out of articles to edit in the past ~ 11 weeks.

21 APR 95

THE SPANFOTT (MAY 95) MANUSCRIPT DIDN'T COME IN UNTIL THE "COPY COMPLETE" DATE, SO I HAD ABOUT TWO WEEKS BEFORE THAT WITH NO ARTICLE TO EDIT.

STARTING ON 21 APRIL 95 I HAD NO ARTICLE TO EDIT. (I FINISHED EDITING ONE ON 20 APRIL 95.) NEITHER OF THE NEXT TWO ARTICLES SCHEDULED FOR PUBLICATION (AND ASSIGNED TO ME TO EDIT) IS AVAILABLE FOR ME TO WORK ON. DONNELLY IS REVISING HIS MANUSCRIPT AND BUSTAMANTE'S IS OUT FOR REVIEW IN EUROPE.

28 APR 95: DONNELLY MANUSCRIPT ARRIVES.

S 001151

COPY AND PRODUCTION SCHEDULE

Managing Editor: Ken McNaughton

Departments frozen 23 Mar
 Page counts in 27 Mar
 Map drawn 29 Mar
 Cover selected 30 Mar
 1st pages to printer 30 Mar
 Cover to printer 4 Apr
 Last pages to printer 11 Apr
 Issues at PT 25 Apr

PLANNED DAYS OUT OF OFFICE-----
 JH
 JB 2/17
 SB 2/17
 DC
 GC
 IG
 CH
 JH
 JK
 BL
 CL
 GL
 RL
 KM 3/20-31
 MO
 EP
 BS
 JS
 SW

	EDITOR	COPY COMPLETE	COPY-EDIT COMPLETE	OVERSEE EDIT	AUTHOR/ SOURCE CHECK	FIRST PAGES	READY FOR PRINTER
ARTICLES							
Ott.....	JS	14 Mar	17 Mar	3 Apr	29 Mar	31 Mar	7 Apr
Armstrong.....	GC	13 Mar	20 Mar	24 Mar	30 Mar	3 Apr	5 Apr
Adair.....	RL	15 Mar	22 Mar	30 Mar	23 Mar	29 Mar	3 Apr
DEPARTMENTS							
Reference Frame?...	GL	27 Mar	29 Mar	5 Apr	3 Apr	4 Apr	6 Apr
Letters.....	JH	20 Mar	--	22 Mar	29 Mar	3 Apr	5 Apr
Search & Discovery.	GL	23 Mar	31 Mar	4 Apr	28 Mar	6 Apr	10 Apr
Washington Reports.	IG	3 Apr	6 Apr	5 Apr	5 Apr	7 Apr	10 Apr
Physics Community..	DC/JK	30 Mar	5 Apr	3 Apr	3 Apr	6 Apr	7 Apr
Books.....	WK	23 Feb	6 Mar	13 Mar	27 Mar	29 Mar	3 Apr
We Hear That Awards	JK/BL	22 Mar	30 Mar	24 Mar	--	31 Mar	4 Apr
Obituaries.....	DC	22 Mar	28 Mar	24 Mar	31 Mar	3 Apr	4 Apr
Opinion?.....	JK	15 Mar	21 Mar	30 Mar	3 Apr	4 Apr	5 Apr
New Products.....	RL	23 Mar	29 Mar	31 Mar	--	30 Mar	3 Apr
Physics News Update	PS	23 Mar	31 Mar	4 Apr	28 Mar	6 Apr	10 Apr
Stat of the Month..	RC	30 Mar	5 Apr	3 Apr	3 Apr	6 Apr	7 Apr
Contents Page.....	EP	--	--	--	10 Apr	10 Apr	11 Apr
Page 6.....							

3 January 1997

Steve —

Brian Sales is revising his article on thermoelectrics in light of the suggestions from our internal and external reviewers. He will get the article to me next week, and I expect to have no trouble editing it on schedule for the March issue.

I could be editing an additional article while I wait for the thermoelectrics manuscript, but I don't have one. Do you have anything that is ready to edit? (I have noticed that this type of situation occurs a few times a year and reduces the total number of articles that I edit in a year.) So if you have anything, please let me know.

Jeff



INTER-OFFICE MEMORANDUM

TO: See List Below

FROM: T. C. Braun

DATE: October 24, 1990

SUBJECT: New Performance Appraisal Program

You may recall receiving a letter from Dr. Ford in September, announcing the introduction of a new Performance Appraisal Program. We feel that this new performance appraisal program will offer exempt employees and managers an effective vehicle for communicating with each other regarding job performance. At the same time, it will initially be a more complex system to work with.

Managers and Assistant Managers that supervise Exempt staff have been trained in this new program. Now I am writing to invite you to an introductory meeting (approximately one hour in length) to explain this new program as it relates to you. I hope you will welcome the opportunity to have the new Performance Appraisal Program explained, and get your questions answered, before you and your manager begin to work with it.

To accommodate a large number of participants, we have scheduled several morning meetings in New York and Woodbury. If you have a conflicting appointment that makes it impossible for you to attend the meeting indicated below, please call Allie Robinson (Woodbury extension 684) to reschedule.

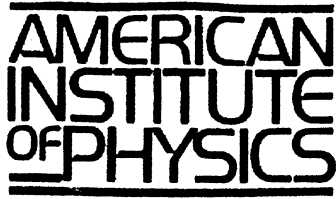
<u>Date</u>	<u>Location</u>	<u>Time</u>
Thursday 8 November	335 E. 45 St - 1st Floor Large Conference Room	10:30 a.m.

Distribution List for this memo:

I. Aranovich
D. Freda
L. Kimmelman-Fusco
E. Plotkin
P. Schewe
✓ J. Schmidt

B. Schwarzschild
M. Siegel
A. Simon
G. Terrelonge
V. Tiger
J. Zumerchik

S 001154



INTER-OFFICE MEMORANDUM

TO: Jeffrey Schmidt - Physics Today

FROM: Human Resources

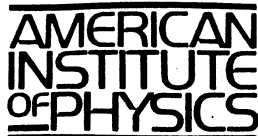
EXT : 2293

DATE: September 3, 1999

SUBJECT: Personnel Committee Action

At its most recent meeting, the Personnel Committee approved an increase in your annual salary from \$66,500 (3 quartile) to \$67,850 (3 quartile), effective 9/1/99. Your next review is scheduled for 9/1/2000.

S 001156



INTER-OFFICE MEMORANDUM

Date: 27 March 1991

TO: Jeffrey Schmidt
FROM: Human Resources
SUBJECT: Personnel Committee Action

Congratulations! At its most recent meeting, the Personnel Committee approved the recommendation for your promotion from Associate Editor Level I (grade 5) to Associate Editor Level II (grade 7). Your annual rate of pay will be changed from \$46,200 (fourth quartile) to \$47,600 (second quartile) effective 1 March 1991. Your next review is scheduled for 1 March 1992.

S 001157



INTER-OFFICE MEMORANDUM

Date: 27 July 1993

TO: Jeffrey Schmidt
FROM: Human Resources
SUBJECT: Personnel Committee Action

Congratulations! At its most recent meeting, the Personnel Committee approved the recommendation for your promotion from Associate Editor Level II (grade 7) to Sr. Associate Editor (grade 8). Your annual rate of pay will be changed from \$52,700 (second quartile) to \$54,300 (second quartile) effective 1 August 1993. Your next review is scheduled for 1 March 1994.

S 001158

4/C
reproduction
of cover one
Leave hairline
rule

PHYSICS TODAY

ARTICLES

23 Special Issue: 50 Years of Computers and Physicists

24 The Computing Revolution and the Physics Community

The information revolution that the ENIAC heralded 50 years ago has profoundly changed the ways in which physicists—along with society in general—work and interact — *Alfred E. Brenner*

33 From Mars to Minerva: The Origins of Scientific Computing in the AEC Labs

Although the AEC laboratories are renowned for the development of nuclear weapons, their largesse in promoting scientific computing has had a profound effect on scientific and technological development in the second half of the 20th century — *Robert W. Seidel*

42 Probing Cosmic Mysteries by Supercomputer

Steady advances in supercomputing hardware and numerical algorithms are beginning to shed light on some of the most recalcitrant problems in astrophysics and cosmology — *Michael L. Norman*

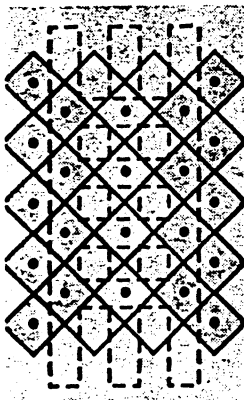
50 Data Acquisition and Analysis in Extremely High-Data-Rate Experiments

Although computers will be essential in coping with the the petabytes of data generated each year by next-generation particle physics experiments, perhaps their greatest role will be coordinating the efforts of truly global collaborations of over a thousand researchers — *J. N. Butler and D. R. Quarrie*

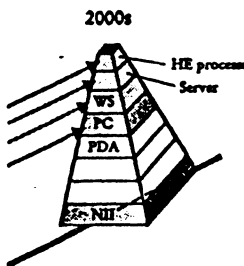
This word is celebratory, making us look ignorant of (or insensitive to) the social function of nuclear weapons. Let's say "known."

This word implies selflessness, making us look naive about the purpose. Let's say "promotion of" instead.

COVER: Computer simulation of the innermost 100 km of a 15-solar-mass star, 70 milliseconds before it blows up to become a supernova. Behind the shock front (red/purple discontinuity) the star's collapsed iron core exhibits vigorous convective instability. Simulating supernovae is just one of the examples Michael Norman gives, in his article on page 42, of how astrophysicist exploit supercomputers nowadays to tackle long-standing puzzles in astronomy and cosmology. All four articles in this special issue concern the interaction of physicists and computers in the 50 years since the ENIAC made its appearance. (Image courtesy of R. Fiedler and the National Center for Supercomputing Applications.)



p. 17



p. 24

DEPARTMENTS

9 Physics Update

11 Letters

17 Search and Discovery

Can ladders take us one step closer to understanding superconductivity? ... Stars and stripes in magnesium oxide ... Galileo reveals the light and dark side of Ganymede

59 Physics Community

Japan unveils ambitious plan for basic research, with large boost in R&D spending ... Caltech hands its solar observatories to NJIT ... UK research council supports part-time PhD work ... APS E-print server is now on-line

SR1 Special Washington Report

Presidential candidates speak out on science (following page 64)

▽BPA PHYSICS TODAY (ISSN 0031-9228 coden PHTODJ) volume 49 number 10. Published monthly by the American Institute of Physics, 500 Sunnyside Blvd., Woodbury, NY 11797. Membership in an AIP member society includes a noneductible allocation of \$2 from membership dues for PHYSICS TODAY. Members overseas may receive delivery by airfreight for \$30 annually. Other rates are as follows: Members of affiliated societies \$49; nonmember individuals \$69; institutions \$155. Please add \$15 for foreign delivery via surface mail (including Canada and Mexico) and \$30 for international delivery by expedited airfreight. Single copies cost \$20 (\$25 for the Buyers Guide). For further information call 800-344-6901 (member services), 800-344-6902 (subscriber services for nonmembers), 800-344-6908 (single-copy sales, microfilm, microfiche) or 800-344-6909 (reprints). Periodicals postage paid at Woodbury, New York, and at additional mailing offices.

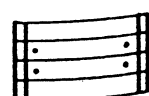
POSTMASTER: Send address changes to Physics Today Subscription Fulfillment, c/o American Institute of Physics, 500 Sunnyside Blvd., Woodbury, NY 11797.

144

DA?

follow with a card from (the suit) to make a renunciation *syn* see **ABDICATE**, **ABJURE** — **re-nounce-ment** \ri-'naun(t)-smənt\ *n* — **re-nounce-er** *n*
re-nounce \ri-'naun(t)s, 'rē-\ *n* (1747): failure to follow suit in a card game
re-no-vas-cu-lar \rē-'nō-'vas-kyə-lər\ *adj* (1961): of, relating to, or involving the blood vessels of the kidneys (~ hypertension)
ren-o-vate \ren-'ə-,vāt\ *vi* -vat-ed; -vat-ing [L *renovatus*, pp. of *renovare*, fr. *re-* + *novare* to make new, fr. *novus* new — more at **NEW**] (1552) 1: to restore to a former better state (as by cleaning, repairing, or rebuilding) 2: to restore to life, vigor, or activity: **REVIVE** (the church was *renovated* by a new ecumenical spirit) *syn* see **RENEW** — **ren-o-va-tion** \ren-'ə-'vā-shən\ *n* — **ren-o-va-tive** \ren-'ə-,vāt-iv\ *adj* — **ren-o-va-tor** \-vāt-ər\ *n*
re-nown \ri-'naun\ *n* [ME, fr. MF *renon*, fr. OF, fr. *renomer* to celebrate, fr. *re-* + *nomer* to name, fr. L *nominare*, fr. *nomin-*, *nomen* name — more at **NAME**] (14c) 1: a state of being widely acclaimed and highly honored: **FAME** 2 *obs*: **REPORT**, **RUMOR**
renown *vi* (1530): to give renown to
re-nowned *adj* (14c): having renown **CELEBRATED** *syn* see **FAMOUS**
rent \rent\ *n* [ME *rente*, fr. OF, income from a property, fr. (assumed) VL *rendita*, fr. fem. of *renditus*, pp. of *rendere* to yield — more at **RENDER**] (13c) 1 *a*: a usu. fixed periodical return made by a tenant or occupant of property to the owner for the possession and use thereof; *esp*: an agreed sum paid at fixed intervals by a tenant to his landlord for the use of land or its appendages *b*: the amount paid by a hirer of personal property to the owner for the use thereof 2: property (as a house) rented or for rent 3 *a*: the portion of the income of an economy (as of a nation) attributable to land as a factor of production in addition to capital and labor *b*: **ECONOMIC RENT** — for *rent*: available for use or service in return for payment
rent *vi* (1530) 1: to take and hold under an agreement to pay rent 2: to grant the possession and enjoyment of for rent ~ *vi* 1: to be for rent 2 *a*: to obtain the possession and use of a place or article for rent *b*: to allow the possession and use of property for rent *syn* see **HIRE** — **rent-abil-ity** \rent-'ə-bil-ə-tē\ *n* — **rent-able** \rent-'ə-bəl\ *adj*
rent *past* and *past part* of **RENT**
rent *n* [E dial. *rent* (to rend)] (1535) 1: an opening made by or as if by rending 2: a split in a party or organized group: **SCHISM** 3: an act or instance of rending
rent-a-car \rent-'ə-kär\ *n* [fr. the imper. phrase *rent a car*] (1935): a rented car
rent-al \rent-'l\ *n* (14c) 1: an amount paid or collected as rent 2: something that is rented 3: an act of renting 4: a business that rents something
rental *adj* (15c) 1 *a*: of or relating to rent *b*: available for rent 2: dealing in rental property (*a* ~ agency)
rental library *n* (1928): a commercially operated library (as in a store) that lends books at a fixed charge per book per day — called also **lending library**
rent control *n* (1931): government regulation of the amount charged as rent for housing and often also of eviction — **rent-controlled** *adj*
rente \rē-'n(t)\ *n* [F] (1689) 1 *a*: interest payable by the French and other European governments on the consolidated debt *b*: a government security yielding *rente* 2: annual income under French law resembling an annuity
rent-er \rent-'ər\ *n* (1655): one that rents; *specif*: the lessee or tenant of property
rent-ier \rē-'tyä\ *n* [F, fr. OF, fr. *rente*] (ca. 1847) 1: one who owns *rentes* 2: a person who receives a fixed income (as from land or stocks)
rent strike *n* (1964): a refusal by a group of tenants to pay rent (as in protest against high rates)
re-num-ber \rē-'nəm-bər\ *vi* (15c): to number again or differently
re-nun-ci-a-tion \ri-'nən(t)-sē-'ā-shən\ *n* [ME, fr. L *renuntiatio*-, *renuntiatio*, fr. *renuntius*, pp. of *renuntiare* to renounce] (14c): the act or practice of renouncing: **REPUDIATION**; *specif*: ascetic self-denial — **re-nun-ci-a-tion** \ri-'nən(t)-sē-'ā-t-iv\ *adj* — **re-nun-ci-a-to-ry** \sē-'ā-tōr-ē-, -tōr-\ *adj*
re-of-fer \rē-'ōf-ər, -'āf-\ *vi* (1920): to offer (a security issue) for public sale
re-open \rē-'ō-pən, -'ōp-'m\ *vi* (1733) 1: to open again 2 *a*: to take up again: **RESUME** (~ discussion) *b*: to resume discussion or consideration of (~ a contract) 3: to begin again ~ *vi*: to open again (school ~s in September)
re-or-der \rē-'ōrd-ər\ *vi* (1656) 1: to arrange in a different way 2: to give a re-order for ~ *vi*: to place a re-order
reorder *n* (1901): an order like a previous order placed with the same supplier
re-or-ga-ni-z-a-tion \rē-'ōrg-(ə-)nə-'zā-shən\ *n* (1813): the act or process of reorganizing: the state of being reorganized; *esp*: the financial reconstruction of a business concern — **re-or-ga-ni-z-a-tion-al** \-shən-\ *adj*
re-or-ga-nize \rē-'ōr-gə-'nīz\ *vi* (1681): to organize again or anew ~ *vi*: to reorganize something — **re-or-ga-niz-er** *n*
reo-vi-rus \rē-'ō-vī-rəs\ *n* [respiratory enteric orphan (i.e. unidentified) virus] (1959): any of a group of rather large, widely distributed, and possibly tumorigenic viruses with double-stranded RNA
rep \rep\ *n*, *slang* (1705): **REPUTATION**; *esp*: status in a group (as a gang)
rep *n* (1848): **REPRESENTATIVE** (*sales* ~s)
rep or rena \rep\ *n* [F *reps*, modif. of E *ribs*, pl. of *rib*] (1860): a plains

repair *n* (1705): the act of repairing: **REPAIR** — **re-pair** *pl*
repair *vb* [ME *reparen*, fr. MF *reparer*, fr. L *reparare*, fr. to prepare — more at **PARE**] *vi* (14c) 1 *a*: to restore *b*: part or putting together what is torn or broken: **FIX** (~ *a*: restore to a sound or healthy state: **RENEW** (~ his stren make good: compensate for: **REMEDY** (will ~ his earlier: to make repairs) *syn* see **MEND** — **re-pair-abil-ity** \-p-er-\ *n* — **re-pair-able** \-pär-'ə-bəl, -'per-\ *adj* — **re-pair-er** \-pär-\ *n*
repair *n* (1595) 1 *a*: the act or process of repairing *b*: or result of repairing *c*: the replacement of destroyed *c* by new formations 2 *a*: relative condition with respect or need of repairing *b*: the state of being in good or sound
re-pair-man \ri-'pär-(ə)r-man, -'pär-(ə)r-, -mən\ *n* (1871): one *specif*: one whose occupation is to make repairs in a mech:
re-pand \ri-'pand\ *adj* [L *repandus* bent backward, fr. *re-* bent; akin to ON *fattr* bent backward] (ca. 1760): having undulating margin (*a* ~ leaf) (*a* ~ colony of bacteria)
re-pa-rable \rep-(ə)'rə-bəl\ *adj* (1570): capable of being re
re-pa-ra-tion \rep-'ə-'rā-shən\ *n* [ME, fr. MF, fr. LL *reparatio*, fr. L *reparatus*, pp. of *reparare*] (15c) 1 *a*: a repai in repair *b* *pl*: **REPAIRS** 2 *a*: the act of making ame expiation, or giving satisfaction for a wrong or injury *b* done or given as amends or satisfaction 3: the paymen: **INDEMNIFICATION**; *specif*: compensation in money or m able by a defeated nation for damages to or expenditures another nation as a result of hostilities with the defeated n used in pl.
re-pa-r-a-tive \ri-'pär-'ə-t-iv\ *adj* (1656) 1: of, relating to, repair 2: serving to make amends
re-pa-r-tee \rep-'ər-tē, -'är-, -'tā\ *n* [F *repartie*, fr. *repartir* MF, fr. *re-* + *partir* to divide — more at **PART**] (1645) 1 and witty reply *b*: a succession or interchange of *c*: amusing and usu. light sparring with words 2: adroiti erness in reply: skill in repartee *syn* see **WIT**
re-pa-r-ti-tion \rep-'är-'tish-ən, -rē-'pär-\ *n* [prob. fr. Sp *n repartir* to distribute, fr. *re-* + *partir* to divide, fr. L *partiri* PART] (1555): **DISTRIBUTION**
re-pa-r-ti-tion \rē-'pär-'tish-ən\ *n* [*re-* + *partition*] (1835): additional dividing or distribution
re-pass \rē-'pas\ *vb* [ME *repassen*, fr. MF *repasser*, fr. C *passer* to pass] *vi* (15c): to pass again *esp*. in the oppo: **RETURN** ~ *vi* 1: to pass through, over, or by again (~ 2: to cause to pass again 3: to adopt again (~ed the n **re-pass-age** \-pas-ij\ *n*
re-past \ri-'past, 'rē-\ *n* [ME, fr. MF, fr. OF, fr. *repaistre* + *paistre* to feed, fr. L *pascere* — more at **FOOD**] (14c) 1 taken as food: **MEAL** 2: the act or time of taking food
re-past \ri-'past\ *vi*, *obs* (15c): **FEED** ~ *vi*: to take food
re-pa-tri-ate \rē-'pä-trē-'āt, -'pā-\ *vi* -at-ed; -at-ing [LL *re* of *repatriare* to go back to one's country — more at **REPAI**: to restore or return to the country of origin, allegiance, (~ prisoners of war) — **re-pa-tri-ate** \-trē-'āt, -trē-'āt\ *n* -tion \rē-'pä-trē-'ā-shən, -'pā-\ *n*
re-pay \rē-'pā-\ *vb* -paid \-pād-, -pay-ing *vi* (1530) 1 *a*: **REFUND** (~ a loan) *b*: to give or inflict in return or rec for evil) 2: to make a return payment to: **COMPENSAT**: to make requital for: **RECOMPENSE** (a company which ~ ~ *vi*: to make return payment or requital) *syn* see **PAY** - \-pā-'ə-bəl\ *adj* — **re-pay-ment** \-pā-'mənt\ *n*
re-peal \ri-'pē-'əl\ *vi* [ME *repelen*, fr. MF *repeler*, fr. OF, fr. to appeal, call] (14c) 1: to rescind or annul by authori: to revoke or abrogate by legislative enactment 2: **NOUNCE** 3 *obs*: to summon to return: **RECALL** — **re-peal-able** \-pē-'lə-bəl\ *adj*
re-peal-er \ri-'pē-'lər\ *n* (1765): one that repeals; *specif*: a that abrogates an earlier act
re-peet \ri-'pēt\ *vb* [ME *repeten*, fr. MF *repeter*, fr. L *repeter* to go to, seek — more at **FEATHER**] *vi* (14c) 1 *a*: again *b*: to say over from memory: **RECITE** *c*: to say 2 *a*: to make, do, or perform again (~ an experiment) appear again: **REPRODUCE** (a program ~ed on tape) *c*: or experience again (had to ~ third grade) 3: to expre (oneself) again in the same words, terms, or form ~ accomplish something again; *esp*: to vote illegally by than one ballot in an election — **re-peet-abil-ity** \-pēt-'ə-re-peet-able \-pēt-'ə-bəl\ *adj*
re-peet \ri-'pēt, 'rē-\ *n* (1556) 1: the act of repeating 2 *a*: something repeated: **REPETITION** *b*: a musical passage to be repeated in performance; also: a sign placed before and after such a passage *c*: a usu. transcribed repetition of a radio or television program *d*: one of several adjacent genetic duplications
re-peet-ed \ri-'pēt-'əd\ *adj* (1611) 1: renewed or recurring again and again (~ changes of plan) 2: said, done, or presented again



6 Aug. 01; spoke with Jean. Lynley, the woman who worked with
Toni Feder, resigned and will go to graduate school. She had
been treated badly by Benke.

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October 22, 1994

Ms. Dorothy Dugandzic
Journal Production Editor
Ablex Publishing Corporation
355 Chestnut Street
Norwood, NJ 07648

Dear Ms. Dugandzic

I am returning the proofs you sent with some comments pencilled in the margins. I think this work looks very good in print. I am grateful to the *Creativity Research Journal* for finding it a home. Here are some thoughts:

1. I didn't find a list of participants, with their affiliations. I thought this would be very useful, both as a guide to the reader and as an explanation for some references in the text to people, such as Sir James Black, whose work is not included. I am sure Marc Runco and Bill O'Reilly have this list.

2. The treatment of book titles is inconsistent. Perhaps there is a convention in the journal that could be applied, or one could be decided, such as single quotes with initial caps then lower case. Periodicals of course are italicized and titles of articles could take double quotes. Probably a complete check of reference handling should be made. But do we want to use double quotes for all article titles in the lists of references? I think so.

3. The italicizing of conversation has introduced one or two problems. I felt that converting former italics to roman did not work in several cases and I have changed it. Some authors may object. I think it is o.k. for a periodical to be roman in an italic conversation.

4. I have not kept a copy of my current edits. If there is a question, please feel free to fax me the page with a question.

5. Where the KEKEDA program is introduced, all caps have been used. Later, on page 356, 358 and 360, it is referred to as Kekada. I prefer the latter.

7. Some things should be checked globally. Judgment is mixed between English (judgement) and American usage. In the U.S., analog is preferred to analogue.

8. Some text looks cramped. Are different justification methods used through the text?

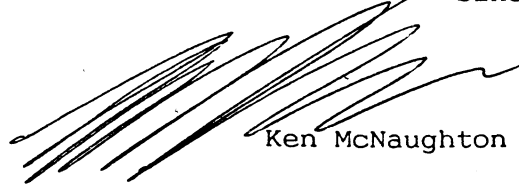
9. For footnotes, I prefer flush left throughout.

10. There is at least one reference "in press" (p. 402). This should be checked with authors to see if it has now been published (global check?).

S 001162

1
Thank you for this opportunity to check the proofs. If you
have any questions, please let me know.

Sincerely

A handwritten signature in dark ink, consisting of several overlapping, sweeping strokes that form a stylized representation of the name Ken McNaughton.

Ken McNaughton (Mr.)

S 001163

DUPLICATE

FILE

CREATIVITY RESEARCH JOURNAL

Volume 7, Numbers 3 & 4, 1994

SPECIAL ISSUE: CREATIVITY AND DISCOVERY IN BIOMEDICAL SCIENCES

GUEST EDITOR: KEN McNAUGHTON

SPONSOR: ROYAL SOCIETY OF MEDICINE, LONDON

TABLE OF CONTENTS

Articles

Introduction to the Special Issue <i>William G. O'Reilly and Frederic Holmes</i>	221
Introductions to the Meeting of the Royal Society of Medicine <i>Sir Christopher Booth and Joshua Lederberg</i>	223
Planning and Following the Unexpected in Scientific Research <i>Sir Bernard Katz</i>	225
Origins of Current Ideas About Muscular Contraction <i>Sir Andrew Huxley</i>	239
The Development of Creativity <i>Salome G. Waelch</i>	249
More on Private Intuitions and Public Symbol Systems <i>Howard Gardner</i>	265
Enlightenment Versus Romantic Models of Creativity in Science—and Beyond <i>Thomas Nickles</i>	277
Scientific Process and the Hepatitis B Virus <i>Baruch S. Blumberg</i>	315
A Personal View of Molecular Immunology <i>Michael Sela</i>	327
Early Inspiration <i>Carleton Gajdusek</i>	341
Discovery in Biomedical Sciences: Logic or Intuitive Genius? <i>Kenneth Schaffner</i>	351
Autobiographies as Instruments for the Study of the History and Nature of Science: An Essay on Three Contemporary Italian Scientists <i>Nicholas Russell</i>	365
Getting Scientists to Write About Themselves <i>Nicholas Russell</i>	375
The Institute of Biology Questionnaire Survey of Biological Careers: An Interim Report <i>Nicholas Russell</i>	385
Research Strategies in Science: A Preliminary Inquiry <i>Harriet Zuckerman</i>	391
Comments on Howard Gruber's "Aspects of Scientific Discovery: Aesthetics and Cognition"	407
Concluding Remarks From the Meeting of the Royal Society of Medicine	413
Author Index to Volume 7	415
Contents Index to Volume 7	417
Acknowledgment of Guest Reviewers	421

and Jonathan R. Cole

S 001164

ORIGINAL
SEARCHED
VON BRÜCKE
HAS AN UNLIFT

DUPLICATE

FILE

Creativity and Discovery:

An Introduction to the Special Issue

William G. O'Reilly and Frederic L. Holmes

The collective success of science is grounded in the capacities of many individual scientists to do original, innovative work. Productivity is not enough. The progressive character and the discipline of science, and its ability to advance, relies upon the creative qualities of the thinking and experimental endeavors of those who populate its investigative frontiers. Nonetheless, the nature of creativity remains as elusive in science as it does in other domains of human activity.

Scientific creativity has become the subject of investigation in fields as diverse as sociology, philosophy of science, history of science, and cognitive science. It has become a matter of practical concern for the managers of academic departments, research divisions of vast pharmaceutical corporations, and many other enterprises where scientists work. Those who guide such enterprises, if they are to be successful, must be concerned with recognizing scientists who show creative promise and with maintaining an environment within which creative talents will be encouraged and nurtured. Consequently, a better understanding of the characteristics and sources of scientific creativity is of considerable practical as well as intellectual interest.

The purpose of the meeting reported in

the present issue of *CRJ* was to bring together scientists whose careers exemplified high levels of originality, discovery, and creative activity with scholars who had contributed significantly to the study of the creative process. The conference organizers hoped that purposeful discussion between scientists, reflecting from their experiences, and scholars, bringing analytical methods to bear on examination of personal experiences, would stimulate lively exchanges and insights that would not have been anticipated beforehand.

The meeting extended over two full days. In the interests of promoting discussion, each of the scientists had been asked to present an informal, anecdotal story in the form of a memorandum, the essential ingredient of which was to be an episode that they considered to be of special relevance to them in their career or representative of their method of scientific enquiry. These accounts became the subject of discussion for each morning session.

Those invited because of their work in studying creativity were asked to prepare an original paper, bearing on an essential question relevant to the nature of scientific re-

Correspondence and requests for reprints should be sent to William O'Reilly, The Royal Society of Medicine Foundation, 150 East 58th Street, New York, NY 10155-0002.

Please return to Susan Funk by

12 November 1997

Many Thanks!

MS Number: AR643-9710U

Author: Craig, Paul P.

Address: Department of Applied Science
College of Engineering
University of California, Davis
Davis CA 95616

Title: What is Science from a Physics Perspective?

Review by: JS Date Assigned: 11/5/97 Date Completed: _____

☐ Accept ☒ Reject ☐ Staff Revise ☐ Author Revise

Content: First rate ←————→ Unsuitable
A ☐ B ☐ C ☐ D ☐ E ☐
Little effort ←————→ Extraordinary
needed effort needed
A ☐ B ☐ C ☐ D ☐ E ☐

~~Outline of article~~

Our readers already know everything said here. It is nice to see it so well-stated, but that isn't enough to justify publishing it. Also, our readers already agree with the point of view presented here. They probably don't think of it as a point of view, but this article does nothing to correct that. So the article is not provocative — it doesn't stimulate thought. It is a textbookish crib sheet for defenders of the old-time religion. This article would be ok as part of a debate, but not alone. We recently received a letter to the editor taking issue with some of this stuff. (See the bottom of page 5 where it says "It is not the scientist's responsibility." The letter writer said it is the scientist's responsibility.)

~~Comment: (emphasis, cuts/expansions needed, suitability for PT, suitability of author to topic, etc.)~~

We wrongly rejected that letter (from UC Berkeley physics professor Charles Schwartz) because it took issue with an APS point of view. We said that APS business is none of our business. But by that reasoning we must also reject this article that promotes the APS point of view. Instead of suppressing points of view, we should be bringing them into the magazine for debate.

-JS
14 Nov 97

S 001166

17 October 1997

Dear Members of the Physics Today Advisory Committee:

Some members of the Physics Today staff urge you to spend part of today looking into a matter that has become of deep concern to us since the last Advisory Committee meeting and especially in the last few months.

What concerns us is the increasingly repressive work environment at the magazine.

Please use the brief account that follows as a basis for confidential discussions with staff members. We are confident that you will be able to corroborate its fundamental points.

We regret having to be the nonundersigned here, but in the year since the last Advisory Committee meeting, we have been increasingly subjected by management to verbal abuse, direct threats of dismissal and warnings about speaking out in front of both Physics Today managers and others outside of Physics Today.

Please keep this memo -- but certainly not the topic -- within the confines of the Committee.

Freer Atmosphere Needed at Physics Today

At Physics Today there is an increasingly repressive atmosphere that discourages staff initiatives to improve the magazine and that discourages creative work.

Events before, during and after the 25 September 1997 staff retreat have contributed to the problem.

In July, Marc Brodsky held a meeting with the Physics Today staff, apparently to hear what we had to say about present conditions. During the meeting, Graham Collins brought up a number of problems; some needed changes were made as a result. However, within a few days of the meeting with Marc, Graham was lectured at length by Charles Harris, who repeatedly stated how important it is for the staff to "speak with one voice." The message was quite clear: Do not complain.

In subsequent conversations with other staff members, Charles reiterated the call to "speak with one voice" when dealing with AIP upper management and, interestingly, with the Physics Today Advisory Committee.

S 001167

A month before the retreat, Steve Benka and Charles Harris invited the staff to suggest topics for discussion (as they had done at last November's retreat). Many of us did so enthusiastically. One evening several days before the retreat, Charles rounded up several of the editors who happened to be in the office, to present his version of the retreat agenda. To the surprise and disappointment of those present, none of the major suggestions put forth by the staff was on it. Instead, the eight-hour retreat was to lead off with three and a half hours of reports on what each department in the magazine does. Several people argued that, rather than sitting through such presentations, everyone's time might be better spent discussing problems and solutions.

The following day, Charles issued a slightly revised retreat agenda to the entire staff. As before, a number of people (including several who had been excluded from the ad hoc after-hours meeting) objected to the departmental reports, and asked that the staff's suggested agenda topics be included. But Charles refused to change the agenda, and he grew increasingly angry with staff members who tried to discuss the agenda with him -- even though he had invited us to help set the agenda in the first place.

After setting such an uninspiring agenda, Charles declared attendance at the retreat mandatory for all editors. In contrast, attendance at the previous retreat had been optional, yet everyone had attended; we had been inspired to attend by the feeling that the meeting really was an opportunity to make a difference.

At the 25 September retreat, Charles Harris and Steve Benka spoke first, saying some provocative things about the magazine's organization, mission and content. When they finished, Jeff Schmidt asked if we could ask questions, and Charles said no. This was a surprise to all of us, especially because of our assumptions about the nature of retreats. Jeff suggested that we should be allowed to ask questions. Charles said that the agenda permitted questions "later." Another staff member, not finding such an item on the written agenda, asked where it was, and Charles repeated himself, saying only that it was there, "later." ("Later" never came.) When Jeff tried to say something, Charles demanded that Jeff be silent, repeatedly shouting, "That's an order! That's an order!" Charles's outburst stunned the staff, and some later commented that they felt like resigning.

During the departmental reports that followed, a few staff members departed from their prepared text to criticize Charles for his behavior; others agreed but were too afraid to say so openly. As a result, Charles adopted a somewhat more open attitude.

After the retreat, however, Charles lectured Jeff (a physicist in his 17th year as a PT editor) on how to follow orders, and gave him a written notice that called Jeff's

questioning of the surprise no-questions policy an "interruption." The notice strongly implied that Jeff would be fired the next time he says anything that Charles considers to be "counterproductive." This notice amounts to a gag order, because no one can know for sure what Charles might consider to be counterproductive. Though directed at Jeff, the gag order by extension applies to all of us; the chilling effect is already evident.

Both Jeff and Graham have been outspoken about problems that many of us see at the magazine. We feel that the lecture to Graham and the written notice to Jeff both contribute to a repressive atmosphere at the magazine and restrict all of us. We hope the advisory committee will do whatever it can to get these warnings retracted, and to remind the PT managers that repression is counterproductive. Such steps would go a long way toward diminishing the fear that staff members now associate with trying to openly address problems at the magazine.

Collins / 16 October 1997 / p. 1

AIP's response to last year's Advisory Committee recommendations implied that the elimination of the Managing Editor position was a carefully planned move to simplify the editorial process. You might be interested in some background on what the process actually involved.

By the time of my June 1996 annual employment review, I was suffering great stress from the position. Already I was on medication for recurring migraine-like headaches that had commenced toward the end of 1995.

Factors contributing to my stress included: The sheer workload (a combination that included my old editing duties, overseeing of the final copy for each issue, and numerous administrative duties). Frustration with the great difficulty of getting anything processed in AIP. (e.g., obtaining permission for editors to use Netscape required written submissions to various managers and committees and took months. e.g., the rules for how to hire a freelancer had been changed without notice every time I tried to do it, and when I requested the rules in writing the request was bumped up to the head of AIP's purchasing department, who rudely refused.) During all this, we were under great pressure to produce more copy. I had many ideas for innovations and improvements, and most of them languished undeveloped for lack of time. Often there were ugly tensions and outbursts between various PT staff.

I wanted to include a statement on my review (there is a standard place for employee comments) that my job was having an impact on my health. I was persuaded by Harris and Benka that this was "a bad idea."

There were some discussions exploring whether my job could be made easier. Typically at some point I would ask about some essential duty, "Who would do X if I don't?" Typically there would be no answer.

My stress-related health problems became more serious than just the recurring migraine-like headaches. Four or five months later matters reached the point where, in the early hours of the morning, I left a distressed message on Charles Harris's voice mail listing a number of Managing Editor duties I no longer wished to be responsible for.

The following day, a Friday, I had scheduled as a vacation day, and Harris and I talked a little on the phone. I believe it was the following Monday that Benka asked me privately, "Do you want me to announce to the staff that you have stepped down as Managing Editor?" This was the first time it had been expressed in those terms. I thought for a few seconds and responded, "Yes." That is the full extent of planning that I am aware of in the matter of the elimination of the Managing Editor position.

In my June 1997 performance review, I wanted to include a statement about how AIP management is unaware of how their policies are causing stress on PT staff. Benka and Harris tried to persuade me this was a bad idea. When I remained resolute, they said AIP might

retaliate against me in response. They wouldn't elaborate on what they meant by this. The conversation was clearly couched in terms of AIP being an adversary to PT and to me.

About a month later Brodsky held a lunch meeting with all the PT staff. It was clear to me this was a response to the statement I included on my performance review, and that they were looking to hear that everything was just fine so they could brush aside my statement as coming from a disgruntled hot-head. Most of the staff did not raise any concerns. They had been told this was a lunch meeting "with no agenda." I pointed out problems. For example, I pointed out that one of Brodsky's glowing comments about how AIP supports its units was flatly contradicted by PT's budget request, which had just been assembled and involved purchase of a cheap discontinued line of computers in order to meet our short-term needs within an expense we felt had a chance of being approved. As a result of the interchange at the meeting, our request was hastily revised to involve purchase of a smaller number of state-of-the-art computers.

After the meeting, several staff members told me that they agreed with all the things I had raised, but they had been too timid to say anything themselves.

A few days after the meeting, Harris berated me for speaking out. This was clearly a continuation of the original pressure on me not to include my statement in my performance review.

Clearly AIP management wants to be told that there are no problems at Physics Today. If problems are raised they like to brush them aside as not being problems at all. I believe it is the "conventional wisdom" among AIP administrative staff that "Physics Today has always been a problem area in AIP." The implication is that we are the root cause of the problems, that we "are not team players," and we complain too much.

AIP management wants to think that we are complaining about pressures and stress that are inherent to the publishing industry. But we are not. We are complaining that we are not being provided with the resources (including adequate staffing levels) and the support we need to do the best job that we are capable of. We have a tremendous amount of talent on our staff, and it is being squandered as we lurch from issue to issue in crisis mode, scrambling each month to find three feature articles to put in the magazine.

If it is true, as Harris claims, that he has been fighting for our interests, then AIP management must be engaged in some combination of stonewalling, indecision, and outright denial of our requests. The bottom line seems to be that they want to spend as little money on us as they possibly can, even though portions of our "expenses" are excessive amounts that AIP charges us for dubious return.

I must also note that I am not the only staff member who has suffered great stress. It has been apparent to many of us over the past year that Steve Benka has also been suffering. My

impression is that this worsened immediately after I "stepped down" (which landed a lot of duties back on his plate, where they had been originally). The hiring of an assistant for him (which I gather was resisted by AIP, to save money) has helped alleviate this, as has the hiring of a replacement for Ray Ladbury (which took about 9 months, and I gather was also resisted by AIP; I believe they initially would only approve "an assistant or a replacement editor for Ray, but not both"). I have heard a rumor that we are greatly limited in hiring freelancers this year because money has not been approved for that, or perhaps because the proper forms requesting the money were not filled out at the right time.

Nonetheless, the stress continues, and results in a dysfunctional atmosphere that affects everyone working on the magazine. I believe it is the widespread view of PT staff that AIP does not adequately support us. "Support" here includes financial support, technical support, procedural support, and "moral" support.

AIP claims that they do support us well (such as in their response to the Advisory Committee report last year). In private discussion among PT staff, such claims are talked about in tones of skepticism and derision.

From: Carol Lucas
To: PT
Date: 28 Jan 1997 (Tue) 12:24
Subject: Response to Advisory Committee

Attached is the response that was drafted to the Advisory Committee. If you have additional comments, please email them to me and I will put them together for all of you to review. If you feel this was not a fair representation, let me know that also.

Carol

<WP Attachment Enclosed>

S 001173



INTER-OFFICE MEMORANDUM

TO: John S. Rigden
FROM: Charles E. Harris
SUBJECT: Response to Physics Today Advisory Committee Report
DATE: 10 December 1996 / 7

1. Financial Structure.

Marc Brodsky and John Rigden to respond.

2. Poor Morale.

a. Level of support from AIP management.

Marc Brodsky and John Rigden to respond.

b. Lack of openness.

The issue of poor morale is attributable to a number of issues. The first issue, the level of support received from AIP management, will be addressed by Marc Brodsky and John Rigden. The second issue, lack of openness, is being addressed by Physics Today management by holding monthly "question and answer" and "problem-solving" meetings. Physics Today staff also participated recently in a 1-1/2 day retreat where the focus was on communication between management and staff. Physics Today hopes to hold yearly retreats.

Below is an outline of the steps we are taking to restructure the staff and address issues of over-editing and increased communication.

We have eliminated the position of managing editor to minimize editing.

The Assistant to the Publisher will be focusing more of her time on administrative issues to improve communication and develop a policy and procedures manual.

We are currently attempting to hire an assistant to the editor to take responsibility for some of the tasks previously performed by the managing editor and to assist the editor with the overall management of the magazine.

We are restructuring the Search department to institute a more amiable "team" approach to the development of stories.

Managers Steve Benka and Charles Harris, along with Gloria Lubkin, are currently attending management training courses to improve their skills in this area.



EXIT INTERVIEW

PLEASE PRINT

It is AIP's policy to conduct an exit interview with each employee upon separation. We would appreciate your honest opinions and comments about your employment with The American Institute of Physics. Your objective feedback can help us to improve the workplace environment and make AIP a better place to work.

Employee Name Graham Collins Separation Date 4/24/98
Title Associate editor Division Physics Programs

Check which best describes your thoughts about the following features of your employment at AIP.

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Supervision	----	----	----	X
Benefits program	----	X	----	----
Company policies	----	----	X	----
Performance appraisal	-----<	----	----	----->
Job/Nature of Work	----	X	----	----
Opportunities for Advancement	----	X	----	----
Training programs	----	----	X	----
Overall, employment experience at AIP	----	----	X	----

Please comment on any of the above that you marked dissatisfied or very dissatisfied.-----

cont'd on back

Back

The primary reason that I am leaving AIP. Long-standing problems in PT's organization are not being addressed. AIP management seems to be in denial about these and other long-standing problems.

Are you leaving for other employment? If so how is your new employer different from AIP in regards to your position, starting salary, and any benefits?

I am leaving to work as a freelance science writer and editor.

Have you been given enough recognition for your work achievements by your supervisor? Yes. However, ~~by the same token, there has been~~ there are many around me at PT who receive inadequate recognition.

Would you recommend AIP as a place to work? If not, please explain. In general, no. AIP as a whole tends to be bureaucratic and ~~does~~ typically does not supply its workers with the best tools to do their job. There are many incompetent people in positions of power or in critical administrative positions, and AIP seems unwilling to face up to this reality and the impact it has on competent people in terms of their morale and their ability to do their jobs well and efficiently.

Training programs: ~~There do not seem adequate for a production oriented department like this.~~ When I took on some managerial tasks, I received no training. There is no evidence that training Steve Benka has received has improved his skills as a manager. If anything, he is deteriorating significantly. There is little evidence that administrative sections of AIP (e.g. purchasing) have been trained to serve the rest of AIP.

Employee Signature

Gail P. Goli

Date

4/24/98

Comments on "dissatisfied" marks on front:

Supervision: For several years Gloria Lubkin was my supervisor. She is an abysmal manager and is the single biggest problem at PT. Her handling of the 50th anniversary issue, and her ongoing running of PT's "Search & Discovery" department were major factors in my deciding to leave. Steve Benka was initially a huge improvement as Editor. He is now ~~very~~ functioning very unsatisfactorily in that role. Charles Harris has not addressed problems in a timely manner. e.g. my dispute with Carl Lucas long ago. My sense is that Marc Brodsky wishes to believe that the only problems are employees who complain too much.

Company policies: Far too bureaucratic. Too much micromanaging of permissions to, e.g., buy essential equipment. Too many committees & people have to "sign off" on every such decision.

Training programs:

~~There are no training programs for managers or supervisors. The only training is on the job training, which is inadequate.~~

To: Denis Cioffi
From: Stephen G. Benka
cc: Human Resources

SB 6/29/95

Denis:

Effective immediately, you will share responsibility with Jean Kumagai for the Physics Community department of *Physics Today*. It is understood that Jean will provide you with some guidance on both reporting and writing. This arrangement will continue on an interim basis through the end of calendar year 1995.

At that time, if the Editor and Publisher find the arrangement acceptable, it will continue on a permanent basis. A minimal definition of "acceptable" would include not only a vibrant Physics Community department in the magazine, having a sufficient number of insightful stories on a diverse range of topics to accurately reflect the community of physicists who receive the magazine, but also your ability to find and produce such stories autonomously, that is, without guidance. It is expected that those responsible for a vibrant Physics Community department, in the normal course of work, will be continually uncovering stories and research that can and should be passed on to other staff members working on other parts of the magazine.

If on the other hand the arrangement is deemed unacceptable by the Editor and Publisher, your employment at *Physics Today* will be terminated at that time.

I acknowledge receipt of this memo.

Denis Cioffi

Date

S 001178

Marlowe Hood
48-21 40th St. Apt. 5-G
Sunnyside, NY 11104
(718) 786-6137

EDUCATION

<u>School</u>	<u>Date</u>	<u>Degree</u>	<u>Completed</u>
Princeton University	---	Ph.D., Politics	pending
Princeton University	82-85	M.A., Politics	1985
Univ. of California	74-79	B.A., Asian Studies	1979
Fujen Univ. (Taiwan)	75-76	language training	--

PROFESSIONAL EXPERIENCE

1.88 to 6.89-- Beijing Bureau Chief, South China Morning Post. Established and managed 4 person bureau (2 correspondents, translator, secretary) for Asia's oldest and leading English language daily. Writing responsibilities included weekly 1200-1500 word Op-Ed column, breaking news stories, news analysis and features. Also worked briefly as newsroom China Editor (story selection and copy editing). The SCMP, based in Hong Kong, maintains the most comprehensive China coverage of any newspaper in the world.

10.86 to 1.88-- Special Correspondent in Beijing, U.S. News and World Report; stringer, Sunday Times of London; regular contributor and columnist, South China Morning Post.

8.85 to 5.86-- Beijing Stringer, Wall St. Journal.

9.81 to 6.85-- Teaching Assistant, Princeton University. Seminars, grading and occasional lectures for junior level course on Chinese Politics.

6.79 to 8.81-- Overseas Business Coordinator, Worldways Productions, Inc. Managed or assisted in product development and promotion, shipping, and supervision of manufacture in Taiwan and mainland China for small, family-run trading company in Los Angeles.

PUBLICATIONS

The Cambodian Agony, David Ablin and Marlowe Hood, editors, (M.E. Sharpe Publishers) 1988

"Cambodia: Politics and International Relations," International Journal of Politics, Guest Editors: David A. Ablin and Marlowe Hood, Fall 1986

"The Lesser Evil: an Interview with Norodom Sihanouk," The New York Review of Books, March 14, 1985

Op-Ed contributions: International Herald Tribune, New York Times, Chicago Tribune, Asian Wall Street Journal, Christian Science Monitor

S 001179

From: Jeff Schmidt
To: Randy Nanna
Date: Tue, Nov 23, 1999 9:31 PM
Subject: Vacation carryover

Randy --

Thank you for talking with me today about my vacation carryover request. Here are the specifics that you wanted: I would like to take 2.2 weeks of vacation next month (6 - 20 December 1999) and carry over to next year whatever vacation balance remains.

In our discussion I forgot that vacation accounting is no longer done in days. It is done in hours. So predicting the remaining vacation balance would be complicated, but I am sure it will exceed the usual limit.

-- Jeff

CC: Jeff Schmidt, Stephen Benka

S 001180

From: Paul Elliott (Paul Elliot)
To: jschmidt
Date: Wed, Dec 15, 1999 9:15 PM
Subject: Re: Annual Leave

Jeff,

I was surprised to learn that you too are one of that "number," as well as that you haven't received any memo resembling this one.

Paul

>>> Terri Braun 12/13/99 10:20:34 AM >>>

Paul: Since we have a number of individuals who have had similar scheduling problems, we will be discussing this issue at the Management Committee this week. You will receive an answer as soon as I have it. Sorry for the delay.

Terri

>>> Paul Elliott (Paul Elliot) 12/09 4:51 PM >>>

Hi Terri,

I am concerned that I have not yet heard from you regarding my November 17 request (sent via Steve Benka, Randy Nanna, and Jim Stith) to carry over 8-10 days of accrued leave time into 2000. My concern stems directly from the passage of time, in that I do not want to lose that leave by default.

Please let me know your decision as soon as possible, preferably tomorrow (Friday)--or at least discuss the matter with me then by phone. I need to make plans for the rest of the month, in that if no carryover is possible, I will have to start using my leave time this coming week.

That said, I'm also willing to consider any suggestions you may have.

Paul

S 001181

From: Randy Nanna
To: Elliot, Paul; Schmidt, Jeff
Date: Wed, Jan 5, 2000 3:49 PM
Subject: Re: Fwd: vacation carryover

Gentlemen:

Please read attached from Terri Braun regarding the vacation carryover question.

Randy

S 001182

From: Terri Braun
To: Nanna, Randy
Date: Mon, Jan 3, 2000 1:56 PM
Subject: Re: Fwd: vacation carryover

Randy: We will not have a decision on this until the next Management Committee Meeting. I had to do a complete analysis of the entire Institute. I will let you know when we decide.

Terri

>>> Randy Nanna 12/30 12:06 PM >>>
Hi Terri,

I'm following up on the vacation carry over situation. I'd like to get your thoughts and decision out to those people affected as soon as I can after 1/1/2000.

I hope your holidays were great.

Randy

S 001183

From: Terri Braun
To: Schmidt, Jeff
Date: Wed, Mar 15, 2000 10:30 AM
Subject: Re: Vacation carryover

Jeff:

Randy Nanna will discuss this with you.

Terri

>>> Jeff Schmidt 03/13 7:14 AM >>>

Terri,

On 10 November 1999 I requested permission to either use my vacation time or carry it over to the year 2000. You did not give me permission to use my vacation time (in time to do so). I assumed, of course, that that was because you preferred that I carry it over. Indeed, this is how you resolved the case of my coworker who was in the same situation. May I please have a note confirming the carryover?

Jeff Schmidt

S 001184

From: Jeff Schmidt
To: RNANNA
Date: Thu, Mar 16, 2000 4:06 AM
Subject: The number that you asked for

Randy --

Thank you for discussing with me yesterday my 10 November 1999 vacation request. A few hours after our meeting, Steve Benka issued a memo to the Physics Today staff in which he described vacation time as "well-earned" and "richly deserved." I can assure you that the staff agrees with that characterization. Do you feel that your attitude during our discussion conveyed the same understanding?

Here is the number that you asked for: According to my records, at the end of 1999 I was due 186.61 hours of vacation time beyond the amount that is automatically carried over.

Let me take this opportunity to thank you for agreeing with me that an employee should either be allowed to use vacation time or carry it over to the next year. I hope you will uphold that principle in my case. As you and I know, you very recently set precedent for doing that.

Jeff

CC: TBRAUN, SBENKA, JSCHMIDT

S 001185

Mail Envelope Properties (38D0A41A.69D : 20 : 27099)

Subject: The number that you asked for
Creation Date: Thu, Mar 16, 2000 4:06 AM
From: Jeff Schmidt

Created By: ACP.AIP:jschmidt

Recipients	Action	Date & Time
Post Office ACP.AIP	Delivered	03/16 4:09 AM
JSCHMIDT CC (Jeff Schmidt)	Opened	03/16 4:06 AM
RNANNA (Randy Nanna)	Opened	03/16 8:36 AM
SBENKA CC (Stephen Benka)	Opened	03/16 9:02 AM
TBRAUN CC (Terri Braun)	Opened	04/27 5:14 PM

Domain.Post Office	Delivered	Route
ACP.AIP	03/16 4:09 AM	ACP.AIP

Files	Size	Date & Time
MESSAGE	888	Thursday, March 16, 2000 4:06 AM

Options

Auto Delete: No
Expiration Date: None
Notify Recipients: Yes
Priority: Standard
Reply Requested: No
Return Notification: None

Concealed Subject: No
Security: Standard

To Be Delivered: Immediate
Status Tracking: Delivered & Opened

S 001186

From: Randy Nanna
To: Schmidt, Jeff
Date: Thu, Mar 16, 2000 9:51 AM
Subject: Re: The number that you asked for

Jeff,

You're welcome. Will you be in today?

Randy

>>> Jeff Schmidt 03/16 4:06 AM >>>

Randy --

Thank you for discussing with me yesterday my 10 November 1999 vacation request. A few hours after our meeting, Steve Benka issued a memo to the Physics Today staff in which he described vacation time as "well-earned" and "richly deserved." I can assure you that the staff agrees with that characterization. Do you feel that your attitude during our discussion conveyed the same understanding?

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Jeff

CC: Benka, Stephen; Braun, Terri

S 001187

From: Jeff Schmidt
To: RNANNA
Date: Thu, Apr 6, 2000 5:44 AM
Subject: Vacation carryover numbers

Randy –

At our meeting yesterday you agreed with me once again that my 10 November 1999 request to be allowed to either use my "excess" vacation time or carry it over to 2000 was reasonable. You indicated further that last year I was wrongly prevented from using my vacation time (by management's failure to respond to my repeated requests until 10 December 1999).

Logically, then, one would expect you to allow me to carry over the vacation time. However, you said that you would allow me to carry over only half of the vacation time that I lost as a result of your mistake. You described this as a "compromise." I then asked (and have yet to receive a real answer) why I should be forced to suffer half the consequences of your mistake.

I also asked you to be fair – that is, to treat me in the same way that you treat other employees in the same situation, rather than in a discriminatory fashion. I noted, for example, that you are allowing Paul Elliott to carry over all of his "excess" vacation balance from last year. In fact, Paul is using that vacation time right now. As you know, he submitted his vacation request a week after I submitted mine last November.

I have now checked the numbers, and I found two errors in your calculation. First, according to the numbers on my 15 January 2000 earnings statement, the amount of "excess" vacation time at the end of 1999 was 186.61 hours, not twenty 7.5-hour days as I think you assumed.

Second, the amount of vacation time that I was automatically allowed to carry over was abruptly lowered, without any advance warning to me, to 175 hours from 262.5 hours the previous year. I didn't discover this change until I saw my earnings statement of 15 January 2000 – obviously too late to do anything about it. Evidently, at some point near the end of September 1999, the portion of my vacation balance that I needed to use (or lose) by the end of the year was suddenly increased without my knowledge. The fact that I wasn't told about this deprived me of the knowledge that I needed to use (or lose) a lot more vacation time than I had thought. Because this occurred so late in the year (what if it had occurred on, say, 20 December?), and because it wasn't explained to me, I ask you to please readjust the automatic carryover back to what it was the previous year.

If you did that, then my "excess" vacation balance would be 99.11 hours.

I ask that you please make these corrections.

Jeff

CC: TBRAUN, JSCHMIDT

S 001188

Mail Envelope Properties (38EC5C87.69D : 20 : 27099)

Subject: Vacation carryover numbers
Creation Date: Thu, Apr 6, 2000 5:44 AM
From: Jeff Schmidt

Created By: ACP.AIP:jschmidt

Recipients	Action	Date & Time
Post Office ACP.AIP	Delivered	04/06 5:43 AM
JSCHMIDT CC (Jeff Schmidt)	Opened	04/06 5:44 AM
RNANNA (Randy Nanna)	Opened	04/06 9:23 AM
TBRAUN CC (Terri Braun)	Opened	04/06 12:54 PM

Domain.Post Office	Delivered	Route
ACP.AIP	04/06 5:43 AM	ACP.AIP

Files	Size	Date & Time
MESSAGE	2510	Thursday, April 6, 2000 5:44 AM

Options

Auto Delete: No
Expiration Date: None
Notify Recipients: Yes
Priority: Standard
Reply Requested: No
Return Notification: None

Concealed Subject: No
Security: Standard

To Be Delivered: Immediate
Status Tracking: Delivered & Opened

S 001189

From: Randy Nanna
To: Schmidt, Jeff
Date: Tue, Apr 11, 2000 7:38 PM
Subject: Re: Vacation carryover numbers

Dear Jeff,

HR has rechecked the vacation hours and the numbers are correct. If you have a question about them, please see Linda Dombrowski.

The original plan outlined to you remains in place.

Randy

Randolph A. Nanna
Publisher, Physics Today and The Industrial Physicist,
Phone: 301.209.3102
Fax: 301.209.0842
email: rnanna@aip.org

>>> Jeff Schmidt 04/06 5:44 AM >>>
Randy --

At our meeting yesterday you agreed with me once again that my 10 November 1999 request to be allowed to either use my "excess" vacation time or carry it over to 2000 was reasonable. You indicated further that last year I was wrongly prevented from using my vacation time (by management's failure to respond to my repeated requests until 10 December 1999).

Logically, then, one would expect you to allow me to carry over the vacation time. However, you said that you would allow me to carry over only half of the vacation time that I lost as a result of your mistake. You described this as a "compromise." I then asked (and have yet to receive a real answer) why I should be forced to suffer half the consequences of your mistake.

I also asked you to be fair -- that is, to treat me in the same way that you treat other employees in the same situation, rather than in a discriminatory fashion. I noted, for example, that you are allowing Paul Elliott to carry over all of his "excess" vacation balance from last year. In fact, Paul is using that vacation time right now. As you know, he submitted his vacation request a week after I submitted mine last November.

I have now checked the numbers, and I found two errors in your calculation. First, according to the numbers on my 15 January 2000 earnings statement, the amount of "excess" vacation time at the end of 1999 was 186.61 hours, not twenty 7.5-hour days as I think you assumed.

Second, the amount of vacation time that I was automatically allowed to carry over was abruptly lowered, without any advance warning to me, to 175 hours from 262.5 hours the previous year. I didn't discover this change until I saw my earnings statement of 15 January 2000 -- obviously too late to do anything about it. Evidently, at some point near the end of September 1999, the portion of my vacation balance that I needed to use (or lose) by the end of the year was suddenly increased without my knowledge. The fact that I wasn't told about this deprived me of the knowledge that I needed to use (or lose) a lot more vacation time than I had thought. Because this occurred so late in the year (what if it had occurred on, say, 20 December?), and because it wasn't explained to me, I ask you to please readjust the automatic carryover back to what it was the previous year.

If you did that, then my "excess" vacation balance would be 99.11 hours.

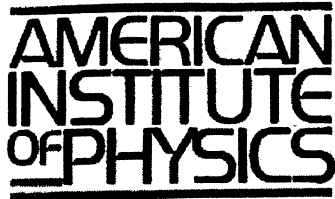
S 001190

I ask that you please make these corrections.

Jeff

CC: Benka, Stephen; Braun, Terri; Dombroski, Linda

S 001191



INTER-OFFICE MEMORANDUM

TO: Jeff Schmidt

FROM: James H. Stith EXTENSION: 3126

DATE: June 24, 1998 *JS*

SUBJECT: Performance Review 1998

As requested in your memorandum of 27 April 1998, I have completed my investigation of the issues surrounding your 1998 performance review.

While issues that have impact upon the climate within **Physics Today** were uncovered, I did not find sufficient reasons to justify a change in your 1998 performance review.

I trust that you and the management of **Physics Today** will be able to delineate clearly the goals, level of performance and criteria for evaluation that will determine the basis for your 1999 review. Once this is accomplished, I anticipate a return to a level of performance and an evaluation that both you and management find satisfactory.

Cc: Theresa Braun
Steve Benka
Charles Harris

S 001192

From: Stephen Benka
To: ALL-PT
Date: 15 Nov 1996 (Fri) 17:08
Subject: Advisory Committee report

The PT Advisory Committee report is here. More grist for the mill.
--Steve

Marc Brodsky, Executive Director & CEO
John Rigden, Director of Physics Programs
Charles Harris, Publisher
Stephen Benka, Associate Editor

Please find attached the final version of the 1996 Report of the Advisory Committee of PHYSICS TODAY. This report is written in the spirit of providing the committee members' best advice to the management of PHYSICS TODAY to further develop and strengthen PHYSICS TODAY as the flagship publication of the AIP.

We are submitting the text of the report by e-mail as well as by regular mail in the hope that it reaches you in time for your planned off-site meeting.

In the name of all committee members, I thank the staff of PHYSICS TODAY for their hospitality during the October 4-5 meeting and their frankness in interactions with us.

With best wishes,
Horst Stormer

ps: A set of miscellaneous suggestions will be submitted by separate mail.

PHYSICS TODAY ADVISORY COMMITTEE MEETING (1996)

The 1996 Meeting of the PHYSICS TODAY Advisory Committee was held in the American Center of Physics building in College Park, Maryland on October 4-5, 1996. The meeting started at 8:50 a.m. and lasted until approximately 5:00 p.m. on Friday, October 4. On Saturday, October 5, the Committee members met in an executive session and briefed Marc Brodsky, Charles Harris and Stephen Benka on the Committee's recommendations. John Rigden was unable to participate.

The attendees during the Friday session were:

COMMITTEE MEMBERS: Don Anderson, Lawrence Crum, James Deye, Maurice Jacob, Larry Kirkpatrick, Dan Kleppner, Kumar Patel, Horst Stormer (chair) and Virginia Trimble.

PHYSICS TODAY: Stephen Benka, Graham Collins, Paul Elliott, Toni Feder, Charles Harris, Irwin Goodwin, Abby Klar, Richard Kobel, Warren Kornberg, Jean Kumagai, Ray Ladbury, Barbara Levi, Gloria Lubkin, Elliot Plotkin, Jeffrey Schmidt, Bertram Schwarzschild,

AMERICAN INSTITUTE OF PHYSICS: Marc Brodsky

During the October 1996 Meeting the Advisory Committee experimented with a new agenda. Previous meetings were held in plenary-fashion with all staff members and all committee members assembled throughout the Friday session. This year the Committee met sequentially

S 001193

with individuals or small groups of individuals who represented specific departments of the magazine. An original agenda is attached for reference.

The new meeting style was very effective. The Committee was better able to focus on individual sections of the magazine and staff members could more easily communicate their views. We recommend maintaining this meeting style and extending it in 1997 so as to meet exclusively with individual members of the staff and conclude the first day with a brief plenary meeting.

Since conversations have not been recorded, no minutes are available. In the opinion of the Committee, this lack of a detailed account appears to be far outweighed by the deeper insight gained during individual conversations.

REPORT and RECOMMENDATIONS:

At the outset the Committee wants to reemphasize that PHYSICS TODAY fulfills a very important role in the world of Physics. It is the flagship publication of the AIP and fosters the unity of Physics across subdisciplinary boundaries. At a time when physics has become so large and diverse, PHYSICS TODAY plays a unique role in providing a common bond to the entire community. It is widely read and most members of AIP's member societies regard PHYSICS TODAY as the prime benefit of their membership dues. PHYSICS TODAY serves its important role well. It must be kept healthy so that it can continue to provide this essential service to the physics community.

As in previous years we congratulate PHYSICS TODAY for the many steps that it has taken towards further improving the magazine. We recognize and appreciate the efforts by PT management and the PT staff to act on many of the Committee's previous recommendations. These responses have been detailed in a memorandum by Marc Brodsky from January 4, 1996.

While we are pleased to see so much progress, we continue to observe several problem areas which, in our opinion, considerably affect PHYSICS TODAY's effectiveness. They are:

1. The continued ill-defined financial structure of PT.
2. Poor morale among the staff.
3. Poor internal communication.
4. Excessive editing of articles and micro-management of personnel.

We urge PHYSICS TODAY and AIP to seriously consider these problem areas. A highly motivated and enthusiastic staff with good morale and improved communication promises to make PHYSICS TODAY a livelier and more attractive magazine.

1. Financial structure: *****

As in previous years, the financial structure of PT causes great concerns. These concerns are made yet more urgent by the changing financial climate for AIP.

Our immediate concern stems from PT's role as a deficit-producer within AIP. As discussed in last year's report, and in other reports over the years, this structure is inevitably demoralizing to the PT staff. No matter how hard they work, what efficiencies they introduce, or how much new advertising revenue they generate, PT cannot show a profit. Within the present financial structure, the general impression is that PT is not pulling its own weight within AIP and that it remains a financial burden.

S 001194

We believe this situation is demoralizing to the staff and not a necessary managerial approach to financial management. PT is one of the many activities that AIP carries out for its member societies. The Physics Education program, for example, is not considered a poor relation of AIP: it and the other Physics Programs are vital services that AIP performs for the community and pays for from its various income sources. If AIP were reclassified as one of the Physics Programs, then it would become an activity that generates \$4M/year, rather than being a deficit-generator of \$1M/year. The same goal can be achieved even more simply by providing a realistic annual budget against which PT can be judged, a budget which would allow PT to achieve some financial success. The PT staff should be given some metric, that is not intrinsically negative, to measure themselves

On a matter of even deeper concern, having heard about the changing financial climate for AIP from Marc Brodsky, we believe that long-standing issues related to the \$2/member allocation for PT are likely to come to a head in the next few years. The loss of translation income combined with the high costs of starting electronic publication, the great uncertainties about continuing costs, and the likely loss of library revenues, are obviously serious problems for AIP. In such a scenario of change, the many services that AIP provides for the member societies, and that they have come to expect, cannot be sustained without alternative sources of revenue. One source, of course, is the member societies themselves: if the services are valuable, they should be willing to pay for them. Without getting into that obviously complicated debate, we point out that the \$2/member allocation for PT is a conspicuous case where AIP is providing a service for individual members almost free, whereas in most other scientific society a much higher cost to the member is simply taken for granted. It is unrealistic to expect this to continue. Unless this problem is dealt with realistically, the consequences for PT a few years from now may be dire.

We urge AIP to finally provide Physics Today with a healthy financial structure and to vigorously address the insufficient financial contributions from the member societies to PHYSICS TODAY at the level of the Governing Board.

2. Poor Morale:

Morale among the PHYSICS TODAY editorial staff is currently very low. There seems to have been a brief "honeymoon period" when the new publisher and editor came on board. However, morale has deteriorated since. Most staff members say they like the work they are doing and believe that PHYSICS TODAY fills an important role, but that discouragement, cynicism and lack of team spirit are widespread. The problem seems less severe in the departments that are largely isolated from the rest of the magazine, but virtually everyone mentioned one or more of the following problems. Low morale is a barrier to increased productivity, and the subject needs to be addressed forcefully, entirely independent of whether the issues mentioned are factually correct or merely perceptions.

- a. Level of support from AIP management -- There is a real mismatch of impressions here. The executive officer believes that he is very supportive of PT, which he describes as the "flagship magazine of AIP". The staff feels that they are undervalued and overcriticized, that their work is not appreciated, and that they are not allowed to make a case for better equipment and more support personnel.
- b. Lack of openness -- Staff believes that they are not kept adequately informed of what is going on or given a fair chance to contribute their ideas and opinions. They are not asking for democracy but would like to be informed, to advise, and to warn. Specific instances that were mentioned included (i) insufficient

tracking of information about what is scheduled for upcoming issues and changes made in the schedule (current information should be maintained electronically), (ii) changes in format, style, and content of the magazine. The committee believes that it would be a positive step for management to inform the staff that formal attention is being devoted to improvement of management skills.

- c. Inequities in salaries -- Staff believes that pay rates in some cases are not proportionate to the kind of work done, the amount of work done, and seniority levels. Some attention should be given to a perceived inequity in part of the salary structure.

3. Poor Internal Vertical Communications:

As noted in last year's Committee Report, it was "felt there are some real or potential communication gaps, both among staff and the outside world". Alarming new evidence of internal communication problems arose in our talks with staff this year; especially with regard to vertical communications. Lateral communications amongst staff, on the other hand, seems to be open to the point that some are even aware of one another's salaries. With this channel so open and the management not aware and involved, one has a situation which breeds misinformation, rumors, and real or perceived grievances. The committee heard comments such as: "a lot of communications are concealed", "AIP management is willing to sacrifice quality for dollars", "there is only criticism from management", "there is significant inequity in editorial salaries", "management doesn't have a full array of skills", and "management is only willing to project a congratulatory image of physics".

We were also made aware of incidents which were indicative of an authoritarian style of management; e.g., hiring personnel without any consultation of those who will be working closely with the individual, changes in meeting schedules on short notice without regard to the impact this may have on those below, and managers taking management skills training without sharing this fact with the staff. In this last case, such sharing would help to alleviate the staff perception that management is lacking in such skills and just does not care. These or similar themes were common enough to indicate a problem which is a large contributor to poor morale and, hence, reduces efficiency of staff. The problem with vertical flow of information even exists at the higher levels where there was evidence that AIP management may not be sending clear and consistent messages to PT management; and hence PT management may not be able to adequately explain these issues to the PT staff. One example of a frustrating AIP communication's issue was the shutdown of PINET which caused a significant waste of time for some PT staff because it was not communicated very effectively. These sorts of problems have resulted in a "we(PT) vs they(AIP)" bunker mentality which can only disrupt communications even further.

Our recommendations concern three distinct communications channels:

- a. AIP to/from PT: There needs to be a consistent set of management goals established which deal with the issues of PT autonomy, both editorially and financially. Once agreed to, these policies should be communicated to staff and then consistently adhered to. At the very least the goals need to address AIP's long term commitment to PT, the expected quality and purpose of the publication, the openness of AIP management to the concerns of PT staff and its willingness to hear those concerns.
- b. PT managers to/from PT staff: A mechanism should be put into place to build trust and the flow of information. This may entail a greater use of e-mail to communicate (almost real time) the contents memo for upcoming issues and other operations memos in addition to more frequent staff meetings even if held by phone. PT management should empower employees by

communicate to them the extent of their authorities and responsibilities, and then step back. Retreats or other team-building exercises may be of value especially if they are moderated by an outsider so that they are not just from the top down.

- c. PT staff: Though communication amongst PT staff seems to be efficient, it could be improved by reducing the need to commiserate over perceived problems or misinformation. Hence, more sharing of productive information could take place. Again, staff should be encouraged to make maximum use of e-mail and share resources such as a common resource file per AIP affiliate and topic on a shared server.

4. Over-editing of Articles and Micro-managing of Personnel

Editors continue to lack authority over their own pieces. This is a recurring issue that dates back to earlier editorial regimes. When reporting on their work, all editors describe it as having many interesting and stimulating facets. They all seem to be very dedicated to their work. Yet there is an overall feeling that they are individually hard pressed to meet their commitments and several describe the global reporting structure with a mixture of awe and despair. On the other hand the overall editorial strength, with 8 full time editors and altogether 12 people contributing regularly to the editorial material, is adequate. The average number of pages per editor and per month does not appear excessive.

A root cause for much of the feeling of being overworked is to be found in excessive editing and rechecking of articles and reports and micro-management of personnel. Staff members are not always informed about what has happened to articles which they originally commissioned. Articles they have signed off are reedited by another editorial layer and sometimes resubmitted to the author. This appears to be a degrading and inefficient practice. The quality and capabilities of the PT staff is at a level where much of such scrutiny and micro-management could be dispensed with.

Some staff members feel that they are being pressured to "improve the image of physics" (a phrase from management) at the cost of honest, lively text. This is bad for the editors' sense of importance to the magazine and bad for relationships with authors. It also cuts down productivity. Editors have the skills to bear responsibility for soliciting, writing and editing final copies. If more authority were delegated to them, precision and accuracy should not suffer significantly whereas morale and efficiency would much improve.

We therefore recommend:

- a. Give individual editors more flexibility, freedom and authority, cutting down the number of iterations before the material is deemed fit to print.
- b. Senior editors should not get involved with excessive proofreading. They rather should concentrate on the content of the magazine and the development of policies. Managers and senior editors need to delegate authority to increase efficiency. Improved quality will result from better morale, as much as from rechecking and tighter controls.
- c. Simplify the chain of command. Clear reporting relationships should be established which do not result in a duplication of effort. Thus, if a managing editor position is established, staff should not need to report the same information to both the managing editor and editor.

In closing, the Committee wants to reemphasize its deep appreciation of PHYSICS TODAY's service to the Physics Community and its

commitment to the promotion of physics. PHYSICS TODAY remains a first rate magazine. We hope that our critical evaluation of PT's operation will help maintain and improve the health of AIP's most important publication.

Horst Stormer
Don Anderson
Lawrence Crum
James Deye
Maurice Jacob
Larry Kirkpatrick
Dan Kleppner
Kumar Patel
Virginia Trimble

Marc Brodsky, Executive Director & CEO
John Rigden, Director of Physics Programs
Charles Harris, Publisher
Stephen Benka, Associate Editor

Please find attached a set of disconnected, miscellaneous recommendations and requests which resulted from our PT Committee Meeting on Oct. 4-5 '96. While individually important, we want to stress that the Committee's prime concerns rest with a few areas detailed in the main text of the report, submitted by separate mail.

With best wishes

Horst Stormer

Miscellaneous Recommendations from PT Advisory Committee Meeting (1996)

a. The Committee's monthly comments on the latest issue of PT should not be circulated among staff. The receiving editor is entrusted to act with discretion when transmitting the spirit of the Committee members' comments to the staff. The Committee would also appreciate feed-back on their comments, when appropriate.

b. The proposed short feature articles should not form a separate section of the magazine but infiltrate the present feature article section adiabatically.
Topics for such shorter features could include:

More news of interest to the community, in particular, when new funding sources become available - (what are the rules? how and to whom to apply?)

Some worldwide reviews in particular when considering international megascience programs bringing in also opinions from outside the U.S.

Information about the increasing importance of "training through research", with many young physicists now going to industry to do something different. Updates about what is going on under the auspices of other agencies to compensate, for instance, for the weakness of the DOE-NASA dialogue, among others.

c. Usage of more photographs of people would contribute to the "warmth" of the magazine. If authors don't provide them readily, we suggest editors specifically request what they think is needed.

d. PHYSICS TODAY's mission, submitted in draft form, needs to

S 001198

be expressed more concisely. The present version is much too long.

- e. Consider hiring a part time professional proofreader and/or copy editor one week per month as issue closes.
- f. Review and improve electronic tools around PHYSICS TODAY. The use of e-mail seems to be, at best, sporadic. Shared folders on a common server could improve information flow and effectiveness.
- g. A high quality color printer and a state-of-the-art PC seems to be a legitimate request by the art director of a glossy magazine with a circulation of 120,000.
- h. Layout and color of graphs and boxes could be further improved. They often have a pale and tentative appearance.
- i. The reservoir of students and equipment at the University of Maryland could be tapped to improve computer graphics in PHYSICS TODAY.
- j. Editors need to stay in touch with the Physics Community. PT should support their participation in appropriate physics meeting.
- k. A periodic review of Web-sites that would be of interest to physicists should be presented in PT.
- l. Put figure numbers at the beginning of captions, not at the end.

Horst Stormer
Don Anderson
Lawrence Crum
James Deye
Maurice Jacob
Larry kirkpatrick
Dan Kleppner
Kumar Patel
Virginia Trimble

S 001199

22 Oct. 96

Graham —

Please add these two items to the agenda
for Thursday's meeting:

- Staff participation in hiring
- Need for additional staff

Thanks,

Jeff



S 001200